

*Private sector philosophy  
within the scope of government regulations*

# *Making it work*

1996 – 2004



**DEPARTMENT OF  
WORKFORCE SERVICES**



*A history of the*

**DEPARTMENT OF  
WORKFORCE SERVICES**

*Making it work*  
1996 – 2004



## Where the rubber meets the road

The Department of Workforce Services (DWS) was officially launched with a public ribbon cutting ceremony at the Taylorsville Employment Center on July 1, 1997. Behind the scenes, celebrations erupted throughout the state as DWS staff members acknowledged their own efforts in the formation of the state's newest department.

Governor Michael Leavitt recruited Robert “Bob” Gross, a respected regional bank executive, to spearhead the creation of his revolutionary dream department. As Bob Gross sat across from Governor Leavitt in March 1996, discussing his future as director of DWS, the governor said, “The establishment of this department is probably the most significant change in state government since statehood.” The governor described in detail his vision for a better workforce services system in Utah and how service integration and the power of technology could make it happen. “Oh, by the way,” he said, “for the first year, your department budget will be your own salary plus salary for one administrative assistant.” The new department began with its first two employees.

*“Oh, by the way, for the first year your budget will be your salary and a salary for an administrative assistant.”*

*Governor Michael O. Leavitt*

How did DWS evolve from that early conceptual meeting to become a national leader? What challenges did it have to overcome to be successful? How did it become an international model that the Kingdom of Jordan, Great Britain and New Zealand have attempted to replicate?

The DWS story is about applying a private sector philosophy within the scope of government regulations. It is a story of combining the private industry principle of first-rate customer service with government services. It is a story of people—many people working together

# Introduction

with a vision of setting the national (and global) standard for a high-quality workforce by becoming the employment connecting point for employers, job seekers and the communities they serve.

The most difficult challenge for the new department was the merger of five separate and distinctly different public agencies. There was the Department of Employment Security or “Job Service,” which, among other things, operated the public labor exchange and unemployment insurance program and was the only cabinet agency wholly subsumed. The change also included the Office of Family Support, the largest of all the pieces while still only a part of the state’s biggest agency (the Department of Human Services); it had responsibility for public assistance programs. There was the state Office of Job Training, which coordinated many federal job training programs, including the federal Job Training Partnership Act (JTPA). The Turning Point program, dedicated to helping displaced homemakers, was also part of the new department. The last piece was the Office of Child Care, the state agency that championed accessible, quality child care. While the five organizations had complementary missions, they had vastly different cultures. The cultural challenges that followed the merger were just as serious as the logistical considerations of the combined annual budget of more than \$225 million, 1838 employees with dissimilar job titles, and more than 100 buildings across the state.

So, how did they approach such a daunting task? Governor Leavitt and Bob Gross agreed, “If we don’t get the service delivery right to our customers – where the ‘rubber meets the road’ – little else matters!”

## Retreats, Audits and Mark Eaton

Step back a few years and take a look at the events that led to the creation of the Department of Workforce Services. The State Job Training Coordinating Council (SJTCC), the board responsible for oversight of JTPA, laid the groundwork in 1990 when it met at a retreat at the Snowbird Ski Resort high above the Salt Lake Valley. The majority of members on the small SJTCC were business leaders, joined by a handful of key state officials.

That retreat could easily have been unremarkable, but it wasn't. The SJTCC members were determined to find a better way to deliver comprehensive services to customers who were enrolled in second-chance job training programs. The barrier, as they saw it, was a lack of coordination among the state agencies. Each had separate and different qualification criteria and service systems.

Instead of resigning itself to the status quo that day, the SJTCC began work on a statewide coordination plan, which appealed to the agencies to find a better way. It planted the seed, but it took action by the State Legislature for that seed to germinate, with an intervening gestation period of four years.

In January 1994, Representative Grant Protzman sponsored House Bill 475, "Job Training Amendments." HB 475 clarified the responsibilities of state and local workforce and training agencies and established local coordinating councils. Meanwhile, the Office of the Legislative Auditor General conducted an audit of the state's employ-

**1990**

STATE JOB  
TRAINING  
COORDINATING  
COUNCIL MEETS  
TO DISCUSS  
BETTER DELIVERY  
OF SERVICES TO  
CUSTOMERS

HB 475  
INTRODUCED AS  
"JOB TRAINING  
AMENDMENTS"

# Chapter 1

## 1994

APPOINTMENT  
OF WORKFORCE  
DEVELOPMENT  
TASK FORCE  
TO REVIEW  
CONSOLIDATION  
OPTIONS OF  
JOB TRAINING  
AND WELFARE  
PROGRAMS

ment and training programs. It found a fragmented and dysfunctional system. Although the report acknowledged the coordination efforts of the SJTCC, it argued that only total reform would fix the system. Momentum for change was building.

In 1994, Governor Leavitt appointed the Workforce Development Task Force, chaired by Lt. Governor Olene Walker. The task force of private and public sector members met over a period of 16 months to review possible consolidation options for Utah's employment, job training and welfare programs.

In his State-of-the-State address the next year, Governor Leavitt compared the height of a stack of federal employment, job training and welfare regulations to former Utah Jazz player Mark Eaton, the only person the governor could find who was tall enough to reach the top of the pile. Lt. Governor Walker's task force had identified more than three dozen work-related programs in five separate agencies. Governor Leavitt's conclusion was that there were too many programs doing the same thing, and change was needed. The Legislature moved fast to pass HB 375, authorizing a Department of Workforce Services.

The new law created a rudimentary DWS structure and combined the five agencies and the state's Industrial Commission (which later was renamed the Labor Commission and dropped from inclusion in the new department). It mandated a workgroup process to examine the new structure and make recommendations on a final department organizational makeup. At least 25 different workgroups



deliberated more than 500 hours to study topics like service delivery design, job titles and descriptions, facilities, branding and much more. Workgroup participants included state agency employees, private business volunteers, labor union representatives and employer and job seeker customers.

Lt. Governor Walker's involvement would continue. She worked tirelessly behind the scenes for a totally integrated DWS model for Utah's residents. Her unique blend of local government knowledge, political skills and a genuine personal style brought all the stakeholders together to discuss the design of DWS. She built broad public consensus while pausing regularly to ensure everyone had an opportunity to be heard. One night, at a public hearing on the campus of the Salt Lake Community College, Lt. Governor Walker stayed until the last of dozens of citizens spoke. She didn't leave until well after midnight.

Bob Gross was not far behind. Upon his appointment by the Governor Leavitt and unanimous consent of the State Senate, Bob Gross toured the state to become acquainted with the employees from the affected agencies. He commissioned employee focus groups to gather feedback and ideas about consolidation.

In July 1996, Bob Gross and Utah Association of Counties Director, David Gardner, reached an important agreement on the number of DWS administrative regions to be organized. The five DWS regions, North, Central, Mountainland, Eastern and Western, were drawn along natural geographic and labor market boundaries. To ensure the

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**1996**

HOUSE BILL 375  
FORMS SHELL  
OF DEPARTMENT  
OF WORKFORCE  
SERVICES

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**1996**

BOB GROSS  
CONFIRMED BY  
STATE SENATE,  
BEGINS FOCUS  
GROUPS ACROSS  
THE STATE

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# Chapter 1

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**1996**

JULY

WORKFORCE  
SERVICE REGIONS  
ESTABLISHED:

NORTH  
CENTRAL  
MOUNTAINLAND  
EASTERN  
WESTERN

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**1996**

REGIONAL  
DIRECTORS  
NAMED:

**NORTH**  
RICHARD NELSON

**CENTRAL**  
MICHAEL  
GALLEGOS

**MOUNTAINLAND**  
JAMES EVANS

**EASTERN**  
JUDY CHAMBLEY

**WESTERN**  
MICHAEL  
WILLIAMSON

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local responsiveness DWS was designed to deliver, three of these regions (North, Eastern and Western) were further subdivided into two planning regions each.

With help from the workgroups, Bob Gross began the consolidation of organizational structures, department functions and physical facilities. He selected the new Job Service administration building in downtown Salt Lake City as DWS headquarters. Consulting with county government officials, he appointed the first five regional directors. By October, he had named his first management team, which quickly began preparations for the coming general session of the Legislature. He and his team also had to ensure that eligible citizens continued to receive their unemployment insurance benefits, cash assistance, childcare support, school training vouchers or food stamps. It became a very delicate and very public endeavor to make sure no lapse in service occurred, and that customers were made aware of the changes a new department would bring. Soon to be called DWS employees, staff everywhere kept things moving. Unlike some mergers, they never had the luxury of shutting down for a few days or weeks, changing over to the new department and then re-opening with a new identity and purpose. The employees were the real champions, taking the small, often unseen steps that moved DWS forward into existence.

In November, the new management team considered a revolutionary cost allocation system based on random moment time sampling rather than the ages-old method of cumbersome time sheets. After consulting with federal partners and rigorously testing it, DWS adopted the

system that would become one of its great strategic advantages, allowing the department to more productively mix its many federal funding streams in order to serve its customers in a holistic and individual-centric manner.

By the end of 1996, downsizing from 106 inherited buildings to 54 and placing the 2000 employees in them began. Furniture had to be moved, offices wired, computers and phones hooked up, IT systems access granted, and on and on. In fact some employees, including all Job Service staff, got email access for the very first time.

The flurry of activity in Utah attracted much national attention. For example, the National Alliance of Business named Utah its 1996 “State of the Year” for outstanding and innovative leadership in workforce development.

On March 1, 1997, Governor Leavitt made a stunning announcement. Based upon reports about the agency’s amazing progress, he declared the department ready three months ahead of schedule. He signed Senate Bill 166 in a ceremony in the lobby of the DWS administration building to officially create the Department of Workforce Services. He acknowledged the dedicated and accelerated work of all agency employees that had made it possible.

At that time, Bob Gross unveiled the department’s vision and mission statements that the DWS management team and the new State Council on Workforce Services had drafted:

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**1996****OCTOBER****MANAGEMENT  
TEAM NAMED****CURTIS JOHNSON**  
DEPUTY DIRECTOR**BARBARA  
GITTINS**  
DIRECTOR OF  
FINANCE**MARLO WILCOX**  
DIRECTOR OF  
HUMAN  
RESOURCES**JAN HANSEN**  
DIRECTOR OF  
THE DIVISION  
OF POLICY AND  
PROGRAM**GREG GARDNER**  
DIRECTOR OF  
DIRECT SERVICES**ROSEMARIE  
CARTER**  
DIRECTOR OF  
ADMINISTRATIVE  
SERVICES**MASON BISHOP**  
DIRECTOR OF THE  
OFFICE OF PUBLIC  
AFFAIRS**VIRGINIA SMITH**  
DIRECTOR OF  
LEGAL SERVICES**DEE SNOWBALL**  
DIRECTOR OF  
THE OFFICE OF  
INFORMATION  
TECHNOLOGY

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**1996****DECEMBER****PLANNING  
BEGINS FOR  
CONSOLIDATION  
OF FACILITIES**

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# Chapter 1

*The mission of the Utah Department of Workforce Services is to provide quality, accessible, and comprehensive employment-related and supportive services responsive to the needs of employers, job seekers, and the community.*

*We will set the national standard of a high quality workforce by being the employment connecting point for employers, job seekers and the community.*

**1997**  
MARCH

GOVERNOR  
LEAVITT SIGNS  
SB 166 CREATING  
DWS

An early innovation was taking place in the unemployment insurance area. The new department was already working hard to realize another part of the vision held by Governor Leavitt and Lt. Governor Walker—online access to state government services. In April, a pilot project for a telephone call center to handle initial unemployment insurance claims for residents in Salt Lake, Tooele and Summit Counties began. By fall, the Unemployment Insurance Claims Center (UICC) was taking calls from anywhere in the state, eliminating the need to visit a DWS office. In some rural areas of the state, a telephone call replaced the ritual of long drives and daylong babysitters. The UICC delivered increased productivity, better customer service and lower administrative costs for taxpayers. That theme would be repeated again and again as the new Department of Workforce Services took shape.

*“I’ve seen enough progress in the implementation process to know that you are now a fully functioning state agency,” he said. “To all employees I say that you can now recognize that you’re official and not wait until July 1 to start answering phones as the ‘Department of Workforce Services.’ I’m very pleased to be a part of this historic occasion. Thank you very much.”*

*Governor Michael O. Leavett*



*On March 21, 1997 Governor Mike Leavitt signs SB 166 while Lt. Governor Walker, Bob Gross and members of the DWS Management Team look on.*

# Chapter 2

## Champions for DWS - The State and Regional Councils

**1996**

JANUARY

STATE AND  
REGIONAL  
COUNCIL ON  
WORKFORCE  
SERVICES FORMED

The State and Regional Councils on Workforce Services were another important innovation of HB 375. Their creation reflected a number of emerging economic and social dynamics including the restructuring of global and local economies, an acknowledgment of the intricate link between economic development and workforce development and recognition of workforce investment as a community responsibility. The SJTCC had shown that business-led volunteer boards could collaborate with workforce professionals to develop customer-focused, performance-driven workforce development systems. Therefore, Governor Leavitt and the Legislature carefully defined the councils' roles and duties in the system for workforce development in Utah. The State Council was given the responsibility to develop Utah's workforce plan and to assist the Regional Councils in planning their regional workforce strategies.

At the first meeting of the State Council on Workforce Services, Governor Leavitt told its members they had been carefully selected to represent the interests of Utah's busi-

*State and Regional Councils have significant input on the way the department provides services. Here, members listen intently to a report from Child Care Director Lynette Rasmussen.*



nesses, citizens and communities, and that they had two very important tasks ahead. First, he asked them to lend a hand to help get the new department up and running. The second, he said, was to evangelically promote DWS to everyone, cheering it on at every turn to build the grass-roots support the new department would need.

Louis Cononelos was one of the early DWS heroes. He provided important consistency. He was the last chairman of the SJTCC and the first of the State Council, appointed by Governor Leavitt. Louie Cononelos was present at that important retreat of the SJTCC in 1990 when the initial groundwork for DWS was laid. He never lost that vision. He and his successors, Randy Emery (who served as chairman for more than five years) and Kevin Crandall (named chairman by Governor Walker in July 2004), were key to keeping DWS true to its mission and focused on its role in creating a world-class workforce.

From the beginning, Governor Leavitt made clear that a fundamental principle of DWS was the delivery of services in a locally responsive manner while maintaining a statewide focus. Service integrity and the department's reputation hinged on customers receiving equitable treatment in all areas of the state. The eight Regional Councils on Workforce Services have always played the key role in ensuring the workforce needs of all Utahns are met.

Regional Councils determined office locations, created regional workforce service plans and developed training priorities. In Utah's unique model, they have always worked cooperatively with the State Council, due in large

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**1996**

LOUIS  
CONONELOS IS  
FIRST CHAIR OF  
STATE COUNCIL  
ON WORKFORCE  
SERVICES

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# Chapter 2

**1996**

STATE COUNCIL  
ON WORKFORCE  
SERVICES

CURRENT  
MEMBERS LISTED  
IN APPENDIX

part to the fact that each Regional Council chairperson is a voting member of the State Council on Workforce Services.

One of the many great examples of that cooperation came in 2000. Faced with a growing surplus in the federal Temporary Assistance for Needy Families (TANF) block grant (due to huge welfare reform-driven caseload reductions), the DWS management team turned to the State and Regional Councils. The councils developed and implemented a comprehensive public comment process to gather ideas for uses of the money that would benefit Utahns in need. Hundreds of ideas poured in and, with the help of DWS staff everywhere, the councils analyzed



*Bob Gross (foreground) confers with State Job Training Coordinating Council Chair Louis Cononelos (L.), Department of Education's Scott Bean, and Weber/Morgan's Stephanie Tripp in March of 1996.*



# Chapter 2

and ultimately selected dozens of initiatives that helped thousands of citizens. They invested TANF funds in programs from micro enterprise loans to transportation cooperatives to substance abuse help.

**1996**

STATE COUNCILS  
INSTRUMENTAL  
IN ESTABLISHING  
DWS

Today, the State and Regional Councils on Workforce Services continue to innovate. They are active and vibrant, successfully establishing themselves as the focal points for workforce development in their communities. They oversee a system unlike any in the nation and broker support for Utah's workforce initiatives.



*Photo by Bruce Heath*

# Chapter 3

## DWS Official: The Gov Takes the First Pitch

**1997**

TAYLORSVILLE  
OPENS FIRST  
"EMPLOYMENT  
CENTER"

**1997**

EMPLOYMENT  
CENTER  
DESIGN TEAM  
COMMISSIONED

On July 1, 1997, the Department of Workforce Services became "official." DWS held its kick-off celebration at the Taylorsville Employment Center. The new employment center had already achieved a level of one-stop service unknown to other states. Appropriately, Lt. Governor Walker was on hand to cut the ribbon.

Just months before, the department had commissioned its most important work group to date, the "EC (Employment Center) Design Team." Its charge: Design the customer services delivery system for the department's flagship one-stop offices which it dubbed "Employment Centers" for their focus not on welfare, but on work. The team consisted of a cross section of DWS employees including front-line workers, supervisors, managers and a regional director. All program disciplines were represented. The group met at least weekly for 12 straight weeks. They scrutinized every function, program and assumption. Guests

*July 1, 1997, Lt. Governor Olene Walker, along with Bob Gross, cuts the ribbon opening the Department of Workforce Services at the Taylorsville Employment Center. Also attending the event was the State's Administrative Services Director, Raylene Ireland.*



of the work group described reporting to the EC Design Team as not unlike facing an interrogation panel. It was clear that the team was intently focused on their serious work.

The end product was exceptional. They mapped out a delivery system that combined all of the programs and services in a way that ensured customer needs would be met efficiently and effectively. Considering the fact that all DWS employees were used to administering just one program, and the DWS model was integrated services, their work was brilliant. DWS employees had been asking a lot of questions. Do we need to learn the rules and regulations for all the many programs? How do we ensure every customer gets what he or she needs? Does the department's management expect us to become "super workers?" The EC Design Team thoughtfully developed a uniform office design that utilized multifunctional/multi-disciplinary teamwork, information specialists to greet and assess customers' needs, express business desks and self-help job connection rooms. What's more, the EC Design Team recommended that all DWS offices have the same look and feel.

The work paid off but required a test. Bob Gross scheduled the EC Design Team's first presentation of their finished product to an intensely focused audience of one, Governor Leavitt. The governor asked many pointed questions, threw out several "what if" scenarios, and was

**1997**

EMPLOYMENT  
CENTER  
DESIGN TEAM  
RECOMMENDS  
OFFICE "LOOK  
AND FEEL"

# Chapter 3

**1997**

EC DESIGN TEAM  
PITCHES FINISHED  
PRODUCT TO  
GOVERNOR  
LEAVITT

impressed with the answers. The governor had long ago done his homework, visiting citizens in their homes to learn about their workforce services needs, experiences and desires. But so had the EC Design Team. Their plan was a winner.

In a symbolic gesture, the EC Design Team gave Governor Leavitt a baseball signed by each member and with the slogan “Catch the Vision!” Like a big league pitcher, the governor wound up and threw the ball. It represented his ratification of their plan. The governor kept the ball as a souvenir.

EC Design gave definition to the department’s four lines of business: employment counseling services, business (employer) services, public assistance eligibility and unemployment insurance. The next and very difficult phase was integration. But after all, that was the whole reason for DWS in the first place.



*DWS offers a franchise approach at its Employment Centers. Job Connection rooms offer customers access to job resources as well as computers, copiers and fax machines.*



## Nuts, Bolts, and IT Stew

With funding and regulations flowing from four federal agencies (the Departments of Agriculture, Education, Health and Human Services, and Labor), the program, budget and accounting challenges the new department faced cannot be understated. The layers of red tape posed serious barriers for even the simplest thing, like accurately filling out a timesheet. Conflicting federal definitions and regulations added to the general confusion, as employees attempted to distinguish between program performance standards and funding streams. DWS needed a plan to simplify the reporting process. Otherwise, employment counselors would have needed to use a dictionary to account for their time, too much of which would be used just to fill out the form.

DWS came up with an innovative and amazingly simple solution—a statistically valid, random moment time sampling. Employees receive random calls asking what they are doing at that very moment. Depending on the activity at that instant, a funding stream is tapped. The system was piloted, tested and retested. It worked! All of the federal partners issued their formal approval and transferred expenditure authority and control to DWS. One big challenge had been overcome.

Another part of DWS was working hard to reconcile all the federal regulations with the new model of service delivery. The Employment Development Division assigned program specialists to the federal or state pro-

### 1997

DWS BUDGET OFFICIALS CREATE AN EMPLOYEE EDUCATION INITIATIVE CONCERNING COST ALLOCATION. DWS COSTS WILL BE BASED ON A VALID STATISTICAL SAMPLE RATHER THAN THE COMMON METHOD OF CUMBERSOME TIME SHEETS.

### 1997

TRACKING EXPENDITURE AND MERGING FUNDING STREAMS

# Chapter 4

**1997**

OCTOBER

FIRST DWS WEB  
SITE LAUNCHED

grams DWS administered. Their role was to interface with the program, to simplify and integrate it into the department's service system so that front-line staff and their customers didn't get trapped in the silo of one program to the exclusion of other helpful services. It's a difficult process that continues today.

Technology made it all work. As the DWS buildings "got wired," the goal of a personal computer on every desk was realized. Soon thereafter, it became apparent that DWS needed a World Wide Web presence. On October 15, 1997, DWS launched the first version of its official DWS Web site, [dwsa.state.ut.us](http://dwsa.state.ut.us). The early site was a work in progress. It was part of the early DWS master plan to add an electronic "no-stop" option to augment its now famous one-stop (brick-and-mortar) services. The department was starting to envision what was possible with the use of technology and the Internet.

There was a symbiotic stew brewing in the early, heady days of the department. Discussions about service delivery, technology or just about anything else were marked by innovation and optimism. A culture of thinking beyond limitations was on the rise. Things were really starting to cook.

## New Pathways in Customer Service - Welfare Reform and the Workforce Investment Act

With consolidation underway, the department began implementing changes required under the newly passed welfare reform act—the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA). PRWORA overhauled the federal welfare system to end adult dependency on public assistance. The law emphasized employment and held states accountable to minimum work participation rates for families receiving assistance.

Utah was more than ready for PRWORA, since it had already implemented welfare reform. In January 1993, Utah’s innovative Single Parent Employment Demonstration (SPED) program was introduced. Lt. Governor Olene Walker, early champion of workforce services for Utah families, was a major supporter of the project. The mission of the SPED program was to increase income through earnings and child support. It simplified eligibility requirements and rewarded employment-focused participation.

The SPED pilot was so successful in moving clients into employment that the program was implemented statewide as the Family Employment Program (FEP) in 1996. Since DWS was ahead of the curve by three years, it quickly made the adjustments to align its version of welfare reform

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**1997**

IMPLEMENTING  
FEDERAL WELFARE  
REFORM

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**1996**

FAMILY  
EMPLOYMENT  
PROGRAM  
IMPLEMENTED  
STATEWIDE

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# Chapter 5

with the new PRWORA. The results were astonishing. Utah's FEP caseload decreased 19 percent in the first year of statewide implementation. The numbers continued to drop steadily.

Employees of the new department were beginning to expect continual big change, and they didn't have to wait long for the next challenge. They had survived and thrived during consolidation of the five agencies—new processes, new culture, new supervisors. Then there was welfare reform—new programs, new rules, new focus. What next? DWS, say hello to the Workforce Investment Act.

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**1998**

WORKFORCE  
INVESTMENT ACT  
SIGNED INTO LAW

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On August 7, 1998, President Clinton signed the Workforce Investment Act (WIA) into law. According to the National Governor's Association at the time, WIA "rewrites current federal statutes governing programs of job training, adult education and literacy, and vocational rehabilitation." Key WIA principles included streamlining services, empowering individuals, providing universal access, increasing accountability, developing strong roles for boards and the private sector, allowing state and local flexibility, and improving youth programs.

WIA significantly impacted the role of workforce services agencies by requiring that they provide employment and training services to the "universal customer" rather than to income-eligible participants. It significantly expanded the customer base to be served to at least three levels of employment and training services: core, intensive, and training. Moreover, WIA required that services be provided in a one-stop setting.



Because the department had already established one-stop employment centers, it was well positioned to be one of nine states to implement WIA one year early. But it would not be easy. The Service Delivery Support unit had to change service delivery policy, and the department at all levels had to change its work processes and customer pathways. It was a brilliant team effort by the DWS state staff, the regional staffs and workers in all employment centers.

Did the efforts work? Other states and countries voted “yes!” Many states visited DWS to learn about the Utah approach. In August 1998, however, a visit crossed international boundaries. The Honorable Peter McCardle, Minister of Labor from New Zealand, contacted the U.S. Department of Labor to observe how employment, training and welfare services were delivered in the United States. Federal staff said, “Go to Utah!”

Peter McCardle knew a thing or two about the subject; he began his own career as a government caseworker in a local office in New Zealand. He was planning to model New Zealand’s workforce system and welfare program consolidation after that of DWS. Impressed with what he saw in the three-day visit to Utah, he took the DWS model with him back to New Zealand. His was the first of several such international visits the department would host.

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**1998**

UTAH LEADS  
NATION WITH  
“ONE-STOP”

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**1998**

DWS HOSTS  
LABOR MINISTER  
FROM NEW  
ZEALAND

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# Chapter 5

## New Technologies and Techniques Raise the Customer Service Bar

**1998**  
MAY

UTAH RANKS AS ONE OF THE TOP TEN STATES IMPLEMENTING WELFARE POLICIES THAT ARE LIKELY TO IMPROVE A CLIENT'S ECONOMIC WELL-BEING. THE STUDY CONDUCTED BY THE TUFTS UNIVERSITY CENTER ON HUNGER AND POLICY

At 7:41 a.m. on Monday, June 22, 1998, the department expanded its high-tech service delivery to an entirely new and very large group of customers. The centralized Eligibility Service Center (ESC) pilot site answered its first phone call. The ESC provided centralized telephone eligibility services to selected customers from the South County Employment Center who were receiving food stamps, financial assistance, medical assistance or child care support.

The department had already initiated call center services with its Unemployment Insurance Claims Center, and DWS leaders were confident they could operate a similar facility for other, more complex, eligibility-based services. They envisioned a more efficient, effective and customer-friendly way to provide ongoing eligibility services.

**1998**  
JUNE

ELIGIBILITY  
SERVICE CENTER  
CREATED

Customers participating in the pilot program called the ESC to report changes, complete reviews of their cases, ask questions or respond to system-generated mailings requesting updated information. Utah was the first state in the nation to offer such an extensive menu of eligibility services via telephone.

Taking advantage of the newest document imaging technology, the ESC eliminated paper case files. Staff electronically imaged each case sent to the ESC. A customer's imaged documents were then available to all workers in the center on a desktop computer. Eligibility specialists

narrated the actions taken so that service was seamless for subsequent customer calls.

The addition of interactive voice response system capabilities enabled the caller to enter information that appeared on the eligibility specialist's screen, further streamlining the ongoing eligibility functions.

Cutting-edge technology and innovative service delivery processes were becoming the norm, and so were the technical skills to make these improvements happen. This new eligibility system was developed in-house by talented DWS information technology staff members, working closely with their colleagues on the business side of the agency. As with most new systems, there were bugs and procedures to work through. Eventually, the concept was polished and replicated throughout the state. It proved to be a sound concept, both efficient and expedient. Moreover, it fostered accuracy.

DWS IT and program staffs were now ready to work with the employment centers on an even bigger challenge. Because of DWS's reputation as a national leader in workforce development, its record on welfare reform, significant success in WIA and its focus on leading-edge technology, Utah was approached by the U.S. Department of Labor to take the lead role in expanding the national Workforce Information Network System, to create a new "One Stop Operating System," or OSOS.

Initially the department accepted the invitation. However, the partnership with the Workforce Information Network

## 1998

DWS ASKED TO  
LEAD WORKFORCE  
INFORMATION  
NETWORK SYSTEM  
AND CREATE A  
NEW "ONE-STOP  
OPERATING  
SYSTEM"

# Chapter 6

System was short-lived. System planning and development with a national consortium of partners proved cumbersome and also restricted states' usability, maintenance and enhancement capabilities. Utah, as well as other states, needed to have the ability to make modifications and enhancements to the system. Department leadership decided that DWS would be better off going it alone.

Going it alone proved to be a huge challenge. WIA introduced a whole new integrated business model for state workforce development systems, emphasizing coordination among agencies and universal access to services. Specifically, it required states to develop systems that provide customer access to all employment and training-related services in a one-stop environment.



*John Davenport (left) Information Analyst with the UWORKS team discusses testing results with Jaynee Penrod (center) and Paul Peterson. Russ King looks on while Faye Martell enters data.*

The department developed its own integrated case management system, Utah's Workforce System, or UWORKS. The system tracked customers from initial contact through all employment and training services. It was critical that the system design be flexible and component-based for ease of expansion and customization. This new system would have to be seamlessly integrated with external systems for eligibility determination, supporting local labor market information data, and providing information about the course offerings and performance of training providers.

As one of the first completely integrated case management systems in the nation, UWORKS combined all aspects of case management. DWS also integrated UWORKS with its Web site, creating a "no-stop" option for employers and job seekers who did not want to travel to an employment center or who wished to access services at night and on weekends.

A DWS worker summed up key customer service benefits of UWORKS stating, "By allowing and encouraging appropriate employer and job seeker customers to take control of their own data entry and matching activities, DWS employment center staff will be able to concentrate efforts on those customers needing more hands-on assistance. The choice of how and when to access DWS employment services now belongs to the customer, making our services more convenient and individualized to their needs."

UWORKS was a case management system that delivered exemplary customer service in a user-friendly manner.

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**1999**

UWORKS  
DEVELOPMENT  
REPLACED OSOS

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**1999**

UWORKS BECOMES  
UTAH'S  
"NO STOP" OPTION

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## Employees Participating in Management Decisions - The Pinnacle of Recognition

1998

SENIOR  
MANAGEMENT  
PROVIDES  
EMPLOYEES  
A VOICE IN  
DECISION MAKING

From the beginning, the Department of Workforce Services management team knew the importance of engaging the whole organization, all 1,838 people. In its first year, DWS conducted customer satisfaction surveys of all of its customers, including its own employees. Friends of Bob Gross jokingly suggested he was crazy to ask the employees what they thought, especially during such a turbulent time of change.

The second year survey showed improvement in internal customer satisfaction, but indicated there was still much work to be done, especially in communication between management and the frontline. The solution: DWS management invited employees to the table. The big table. The leadership table.

In October 1998, DWS formed its Employee Connection Team to get real feedback from its employees. Two members of the team were appointed on a rotating basis to the senior management team where they remain full members today.

One month later, the executive director established the “Pinnacle Award.” The award recognizes an employee for excellence in job performance as well as a positive impact on the community. Nominations were open to all employees. The selection committee consisted of DWS staff representing different job classifications and offices across the state. Just as its name suggests, the Pinnacle Award

became the highest recognition an employee could receive from the department. There were two winners that first year: Cedar City EC's Robin Parker and Richfield EC's Kerry Daniels. The beautifully sculptured awards are displayed proudly atop both their desks even today.

In 2004, the department established the DWS Lifetime Achievement Award. Its purpose is to recognize those employees who demonstrate a lifetime of integrity and excellence that promotes the mission and values of the department. The inaugural winner of the award was Virginia Byrd, Assistant Unemployment Insurance Director.

## 1998

PINNACLE AWARD  
ESTABLISHED  
TO RECOGNIZE  
OUTSTANDING  
EMPLOYEES  
FOR THEIR  
IMPACT IN THE  
COMMUNITY

PINNACLE AWARD  
WINNERS LISTED  
IN APPENDIX

## 2004

LIFETIME  
ACHIEVEMENT  
AWARD CREATED  
TO RECOGNIZE  
OUTSTANDING  
PUBLIC SERVICE



*Bob Gross with 1998 Pinnacle Award winners Robin Parker, Cedar City and Kerry Daniels, Richfield, along with Western Region Director Michael Williamson. (l-r)*



## Food Stamp Errors Loom - The Big Fix Is On

Administering the U.S. Department of Agriculture's Food Stamp Program is complex and demanding. Documentation, income, assets, family size and household situations are evaluated to establish eligibility for each new case. Relevant information must be documented and verified throughout the history of a case. For many families in crisis, eligibility factors change frequently, and must be tracked.

DWS eligibility specialists, employment counselors, lead workers and supervisors are the people who track these cases. Multiply a typical complicated food stamp case by 50,000, and there is huge potential for error. Add to that the dynamic of constant upheaval in the workplace as the department was formed—changing of office locations, program policies, friends, bosses, computer systems, phones, protocols and pathways—and problems can occur.

They did. In April 2001, the U.S. Department of Agriculture's Food and Nutrition Service sent two letters to Utah. One went to the Department of Workforce Services, the other went to Governor Leavitt. The letters stated that the food stamp combined error rate for Utah for federal fiscal year 2000 was 14.43 percent. The national average was 8.91 percent. Not good news. To make matters worse, the letter to DWS stated, "As indicated in our letter to Governor Leavitt, Utah is subject to a liability of \$2,008,389 based on its performance for this period."

**2001**  
APRIL

DEPARTMENT OF  
AGRICULTURE  
NOTIFIES  
GOVERNOR  
LEAVITT AND DWS  
OF HIGH ERROR  
RATE WITH FOOD  
STAMP PROGRAM



The department had proven its mettle in meeting many big challenges. Now it had a major program problem to solve while continuing to manage change related to agency integration, complete demanding projects already underway, and implement technologies to support all these initiatives. Fortunately, DWS had been particularly successful at putting the right people together in a room and finding solutions to complex problems. This was a huge problem, and finding and implementing a solution would eventually require the efforts of nearly every department employee.

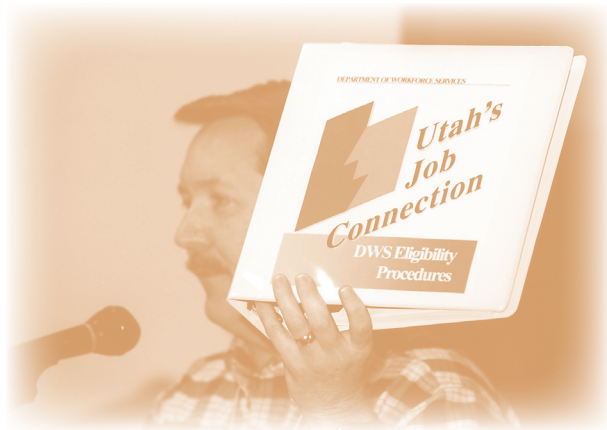
The first crucial step was to put the issue on everyone's priority list. Food stamp payment accuracy improvement quickly became a primary DWS management goal for the year. The work plan to address food stamp accuracy performance included provisions for all employee performance plans, from the executive director down to the newest eligibility specialist. The plans established a minimum standard of 92 percent accuracy for the employee to receive a successful annual performance rating. A food stamp project manager was hired to direct the activities of the plan. To establish a clean baseline, the project demanded a statewide audit of food stamp cases in every office, of every team and of each eligibility specialist. The audit identified specific problems and provided the basis for action plans.

## 2001

FOOD STAMP  
ACCURACY  
BECOMES  
PRIMARY ISSUE  
FOR DWS

# Chapter 8

Of course, regional and center staffs were key players in the solution. For example, Central Region established an eligibility training academy to produce better-trained specialists. In the meantime, local managers assessed the knowledge, skills and abilities of each eligibility line worker, lead worker and supervisor, while directors assessed skills of managers. Coaching and training were provided where needed. Food stamp processes and policies were standardized by region, center and office. The department created a policy help desk to support workers in the centers.



*Greg Gardner displays the Eligibility Procedures Training Manual during one of the many training sessions addressing food stamp accuracy.*

State and regional staffs examined all aspects of the food stamp program, identifying and addressing a variety of problem areas: staff turnover, process improvements, case editing, employee training, policy simplification and use of best practices. From the beginning, DWS touted the importance of extraordinary customer service. In its

simplest distillation, the low accuracy rate was really a customer service issue, and DWS employees took pride in exceptional customer service. They were committed to turning things around.

After intensive training, management attention, editing and fixing, positive trends became noticeable. The food stamp error rate began to decline. In fact, the Food and Nutrition Service recognized DWS as achieving the most improved food stamp payment accuracy rate for Federal Fiscal Year 2001.

In April 2004, the Food and Nutrition Service again sent two letters to Utah. One went to the Department of Workforce Services, the other went to Governor Walker. The letters stated the food stamp combined error rate for Utah was 5.00 percent, well below the national average of 6.64 percent and a superb accomplishment.

DWS employees achieved one of the most stunning turn-arounds in the history of the Food Stamp Program, and DWS was honored at the National Food Stamp Conference in April 2004.

**2004**  
APRIL

DEPARTMENT OF  
AGRICULTURE  
RECOGNIZES  
DWS FOR THE  
MOST IMPROVED  
PAYMENT  
ACCURACY RATE  
TURNAROUND

*“I personally want to commend you for your achievement and encourage you to continue efforts to improve program integrity, and the overall administration of the Food Stamp Program.”*

*Darlene Barnes, Regional Administrator, U.S. Department of Agriculture Food and Nutrition Services.*

# Chapter 8

On June 16, 2004, due to the rapid turnaround, the Workforce Services and Community Economic Development Interim Committee asked DWS to report on the reasons for its significant success. Following the report, committee co-chair, Senator Scott Jenkins, remarked, “That’s wonderful. You’re to be commended in the turnaround...I’m going to admit I’m amazed. You guys have done a tremendous job. If anybody ever talks to me about the inefficiency of government, I say, ‘Yes, let me tell you a story, because this is one that is really neat’”

*“That’s wonderful. You’re to be commended in the turnaround, and I’m happy to be involved in that as your sub-appropriations chair for several years. I’m going to admit, I’m amazed. You guys have done a tremendous job. If anybody ever talks to me about the inefficiency of government, I say, ‘Yes, let me tell you a story, because this is one that is really neat.’”*

*Workforce Services and Community Economic Development Interim Committee  
co-chairman, Sen. Scott Jenkins, R-Plain City, Utah*



*Photo by Bruce Heath*

## The Millennium - Things Begin to Settle

It was business as usual for the Department of Workforce Services when the clock went from 1999 to 2000 on New Year's Day. When DWS employees logged on to their computers on Monday, January 3, it was as it had been when they logged off on Friday, last millennium. Benefits continued without interruption, and the unemployment insurance checks were in the mail. In fact, a new unemployment insurance tax system was implemented on the eve of the new millennium without incident.

Employees had spent many, many hours checking and converting all information technology systems to ensure the "Y2K Bug" was a non-event at DWS. However, another more subtle change went without notice. In fact, it was so subtle no one recorded exactly when it happened.

The department had settled into itself; it had matured. For several years the department had hosted delegations from other states and other countries. On January 25, 2000, a delegation from the Wyoming Governor's Cabinet came to Utah on a fact-finding mission. Wyoming was interested in establishing an agency similar to DWS. It was typical at such meetings for the Utah delegation members to introduce themselves. In previous meetings at least one, and generally more than one, would say upon introduction, "I'm Sandy, I came from the Office of Family Support," or, "I'm Curt, I came from the Office of Job Training." But at this meeting, DWS staff introduced themselves as DWS staff by what they did for the new department. When that subtle omission was pointed out, the group felt they'd

**2004**  
JANUARY

STATE OF  
WYOMING  
EXAMINES DWS  
IN CONSIDERING  
THEIR OWN  
CONSOLIDATED  
AGENCY

# Chapter 9

**2000**

DWS OPENS FIRST  
ELIGIBILITY  
SERVICE CENTER

finally settled into being part of the Department of Workforce Services. It was a revealing moment.

Incidentally, Wyoming did create an agency modeled after DWS. In 2002, Wyoming's governor announced that the Wyoming Department of Workforce Services was open for business.

Another sign of emerging maturity occurred in the Central Region when the Central Region Eligibility Service Center, or CRESC, opened. The pilot eligibility call center was established in 1998, two years earlier. But to those involved from the pilot in 1998 to the ribbon cutting in 2000, it did seem like a very long time. There had been many discussions, disagreements and technology arguments that led up to the ribbon cutting, but the results were well worth the investment.

*“This call center is a departure from the traditional way government does its business. The Murray facility is virtually the first of its kind in the nation. By enabling those receiving assistance from the department to renew their eligibility by phone, we accomplish two goals. We create a more efficient business environment for staff and customers, while supporting our employers. The traditional method of approving benefits requires customers to arrange time away from work, as much as a half day. Our new system culminates in what averages to be a five-minute phone call. This supports our philosophy of assisting our customers to becoming permanently attached to the workforce.”*

*DWS Central Region Director Steve Maas*

Others outside DWS confirmed that the CRESC had moved services to a new, higher level. A Food and Nutrition Service executive team, in Salt Lake City for a DWS-led conference, visited the CRESC. They expressed satisfaction and even amazement at the ability of the CRESC staff to engage customers without the customers having to come to the facility and wait in line. The CRESC was, and remains, a triumph.



*On June 19, 2000, Central Region Director Steve Maas (left), Governor Leavitt's Deputy Chief of Staff Vickie Varela, Bob Gross, Center Manager Clay Hiatt and Central Region Council Chair Arthur Benjamin cut the ribbon at the Central Region Eligibility Service Center in Murray.*

Salt Lake and Tooele Counties added another DWS innovation in August 2000 with the opening of the Business Services Center. The Business Services Center was a one-stop center targeted directly at employers and was the culmination of plans the Central Region Council made with department administration. The idea was to strengthen the department's connection to the business community and provide expanded opportunities for job seekers.

The Business Services Center offered a wide array of services and assistance to area employers. Services included information about how to use DWS for recruiting needs, seminars, business Internet resources, Better Your Business workshops, office interviewing space, labor market information, labor law, conference rooms and more. In

**2000**  
AUGUST

CENTRAL  
REGION CREATES  
BUSINESS  
SERVICES CENTER  
AS ONE-STOP  
OFFERING FOR  
EMPLOYERS



# Chapter 9

**2000**

FOLLOW-UP  
LEGISLATIVE  
AUDIT  
JUDGES DWS  
"SUCCESSFUL"

June 2003, another Business Services Center was established in Provo for Mountainland Region.

When the U.S. Department of Labor was looking for successful examples of “supply side” (working with employers for job placement activities) models, it paid a visit to Utah.

Another significant event happened quietly on August 15, 2000. The Office of Legislative Auditor General released “A Follow-up Review of Utah’s Employment and Training Programs.” This was the same office that conducted the audit in 1994 and characterized employment and training services in Utah as a “fragmented system,” leading to the eventual establishment of the Department of Workforce Services. The follow-up audit in 2000 focused on key questions: Did the department realize its goals to increase customer service? What efficiencies have been gained as a result of the consolidation? To what extent did the governance and administration of the original five agencies administering the workforce programs consolidate? What major policy issues raised in the original audit have been addressed?

The 2000 audit recognized that DWS had accomplished its objectives. DWS was judged successful. Things were settling.

*“I was particularly impressed with quality of staff that you have working to meet the needs of the citizens,”*

*Representative Kory M. Holdaway  
after reading the audit.*



## Keeping the Fast Pace

**T**hough things were settling, they had not slowed. The UICC achieved a significant benchmark on May 22, 2001, when it answered its one-millionth call. Since its creation in 1997, the claims center had reduced the time it takes to file an unemployment insurance benefits claim by 66 per-cent.



*DWS Unemployment Insurance Claims Center staff takes a brief break to celebrate its one-millionth call on May 22, 2001.*

Unemployment insurance program improvements continued. It introduced a new Internet application that enabled customers to access current claim information on the Internet 24 hours a day, seven days a week. Workforce Information Technology programmers on the sixth floor continued to produce valuable Internet options, following a motto, “We never sleep, and we are never done.”

By the end of the year, another unemployment insurance Internet service was ready to launch, and the department found a highly visible pitchman to make the announcement. Governor Leavitt held a press conference at the UICC announcing that unemployment insurance claims can be conducted online. The new service provided a secure Internet connection for filing an initial claim for

# Chapter 10

unemployment insurance benefits, accessing individual account information and locating reemployment services from the convenience of home or office.

Throughout the transition into the Department of Workforce Services, there was much discussion of all the changes that have affected employees of the department. However, there had not been much focus on the “legal department,” the Division of Adjudication. Yes, even the attorneys, administrative law judges, legal secretaries and their associated staffs were not immune to change.

On a daily basis, division employees could be called upon to address human resource issues, discrimination complaints or Americans with Disabilities Act problems. On the unemployment insurance side, there were constant and complex issues, especially enforcement of unemployment insurance tax compliance activities. When Workforce Appeals Board decisions are sent to the Utah Court of Appeals, the legal staff defends the board’s decisions in court. There were also the myriad of legal issues pertaining to public assistance programs administered by the department, including child care, food stamps, FEP, veterans’ issues, general assistance and many others.

Like other DWS services, Adjudication faced significant challenges. A new director was hired in January of 2002 and given the charge to get the division removed from two years of federal corrective action imposed by U. S. Department of Labor for failure to meet timeliness measures. Through reorganizing workloads, simplifying processes and providing appropriate staffing, the division moved for-

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**2002**

DWS  
ADJUDICATION  
DIVISION NAME  
“MOST IMPROVED”  
IN REGION

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ward at an astonishing pace. By February, the division was meeting federal timeliness requirements. In August 2002, DWS was removed from federal corrective action.

As a result of the turnaround, the DWS Division of Adjudication earned a series of awards. In 2002 and 2003, it received “Most Improved in Region” recognition from the U.S. Department of Labor for timeliness. In 2004, it narrowly missed the three-in-a-row “hat trick” by .2 percent!

Even more amazing is that these significant improvements were accomplished while the division was experiencing its highest appeals workload ever. From 1997-2003, the number of lower appeals increased 120 percent and the number of higher appeals increased 235 percent. That pretty much dispelled the notion of a “cushy lawyer’s job.” It’s all part of the DWS DNA—challenge and achieve.

The Office of Child Care (OCC), like the Division of Adjudication, had one of the least understood roles in the department, and OCC served one of the society’s most vulnerable populations. From its inception, DWS was determined to combine child care quality and child care availability to support its customers in the workforce

The Office of Child Care had a unique mission. When it was announced that OCC would be part of the new workforce agency, many staff wondered, “What does day care have to do with us? We provide employment-related services.” It was clear that there was some explaining to do and some significant educating of internal staff. Then

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**2002**

FEBRUARY

OFFICE OF CHILD  
CARE PRESENTS  
2ND ANNUAL  
WORK/LIFE  
AWARDS.

COMPLETE LIST  
OF WINNERS IN  
APPENDIX

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# Chapter 10

## 2002

DWS NEW HIRE  
REPORTING  
PROGRAM TURNS  
THREE YEARS OLD.  
COLLECTIONS OF  
CHILD SUPPORT  
PAYMENTS, NOW  
AMOUNTS TO  
OVER \$12 MILLION  
PER YEAR

there was the more daunting task of getting the message out to the business community and the general public.

The original OCC was established by Governor Norman Bangerter in 1990 to address quality child care issues in Utah. Why was this such a big employment issue? The data spoke clearly. In 1970, only 29 percent of women with children under the age of six worked outside the home. That number had risen to 62 percent. OCC's mission within DWS was very clear and very relevant, to help families be successful in the workforce through a quality child care support system.

OCC responded vigorously to this challenging mission. The office contracted with six regional community-based Child Care Resource and Referral (CCR&R) agencies. These agencies provide child care referrals and consumer information to families and employers. In addition, they are contracted to recruit, train and retain child care providers. Through the Early Childhood Career Ladder Program, OCC helps secure a minimum standard of quality for training child care providers.

Meanwhile, OCC was working with state, regional and center staffs and with advocate groups to ensure that resources were provided to parents who qualified for childcare funding support. Clearly, the Department of Workforce Services was moving at a fast pace and touching a wide spectrum of the population; it was a dizzying ride, with so much positive attention on so many fronts. Was it going to have time to slow down and catch its organizational breath?

## New Direction

While there were still many obstacles ahead as the Department of Workforce Services struggled towards maturity, one thing was absolutely certain: It was established. Employees began to identify with DWS. Customers were familiar with it. Other states and nations were fascinated with it. The transition that was shepherded by Bob Gross and the early DWS pioneers was, in a sense, complete.

The contributions of Bob Gross to Utah's employment, job training and public assistance system cannot be overstated. As the department's first executive director, Bob Gross was the right leader at the right time. With only 12 months to prepare for the official launch of DWS, he delivered a cohesive, efficient and effective public workforce services system from the collection of five different agencies. He was passionate about the customer. The intensity of his focus was engaging and permeated the new department, from executive to front-line employee, from one end of the state to the other. The model he created, with the customer at the center of an integrated workforce services system, caught the imagination of workforce professionals everywhere. The Utah model he inspired has been emulated by other states and foreign nations.

His peers from across the country elected him president of the Interstate Conference of Employment Security Agencies (later renamed the National Association of State Workforce Agencies). As a key figure in the national

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### 2002

BOB GROSS  
RESIGNS. GROSS  
SEEKS THE  
FIRST UTAH  
CONGRESSIONAL  
DISTRICT SEAT  
VACATED BY JIM  
HANSEN

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# Chapter 11

dialogue about public workforce services, Bob Gross was called to testify several times before Congress on ways to improve the system. He consulted with foreign governments and was an important speaker for a gathering of European counterparts in Belgium in 2001. He left the department he loved to pursue his dream of running for the U.S. House of Representatives in the 2002 general election. The extraordinary department Bob Gross fashioned was a reflection of his leadership.



*On February 28, 2000 Bob Gross (center) testifies before the United States House of Representatives Committee on Ways and Means Subcommittee on Human Resources about Unemployment Insurance Employment Services reform.*

His departure focused Governor Leavitt's attention once again on Workforce Services. Five years of high-intensity change had taken its toll on the department's employees and stakeholders. The governor called on those most involved in the workings of DWS to ask what type of leadership was needed. The response was clear and consistent. DWS needed an executive director who could bring stability and would engage the department's many interested parties, not the least of whom, was its own employees.

**2002**

APRIL

GOVERNOR  
LEAVITT NAMES  
RAYLENE IRELAND  
AS NEW DWS  
EXECUTIVE  
DIRECTOR

When Governor Leavitt named Raylene Ireland on April 12, 2004, to head DWS and forwarded her name to the State Senate for confirmation, the appointment took everyone by surprise. Raylene Ireland had been an inaugural member of the Governor Leavitt's cabinet and had served as the executive director of the Department of Administrative Services for almost a decade. Yet, she was virtually unknown to employment and social services professionals. She was also a stranger to department stakeholders. However, the assurance from the governor was that she would know how to find answers to the challenges facing the Department of Workforce Services.

Raylene Ireland received a unanimous vote of confirmation from the State Senate and moved quickly into the executive director's office in the DWS. She would come alone and without fanfare. Yet, this unassuming transition marked the beginning of a new era for the department.



# Chapter 11

The Ireland administration was based on a model of teamwork and collaboration. The directors she chose to work with were smart, innovative and agents for change. They shared a passion for a new culture in the department and dynamic, responsive partnerships with the councils, advocates, business community, sister agencies and education establishment. Raylene Ireland had a strategic vision and established benchmarks. She supported the leadership and initiatives of her deputies and directors. This new approach worked, as the power of the team became the emphasis and strength for the new director.





## Life on the Front Lines

When Raylene Ireland spoke to the DWS senior management team shortly after her arrival, she said no one was more surprised than she to have been asked to accept a new assignment as Executive Director of the Department of Workforce Services. Ireland came to the job as a respected administrator and consensus builder. Later she would comment, “I have no illusions. The strength and success of this department doesn’t come from me—it comes from the competence and commitment of the two thousand-plus individuals who report in to work every day and give the public the best they have to offer.” It was soon apparent the governor had again selected the right leader at the right time.

DWS employees or, as Raylene Ireland referred to them, “colleagues,” became the focus for the new executive director. She established an open door policy that was more than a metaphor and visited offices throughout the state. She attended retirements throughout the department to express appreciation in behalf of the state for the years of service employees had given. She put a very personal human touch on department activities.

Renewed emphasis was on department-wide communication to keep employees “in the loop.” She asked the Employee Connection Team to identify the issues of greatest concern in the department. The department then worked systematically to get them resolved.

**2002**  
MAY

DWS RECEIVES  
AWARD FOR  
STRENGTHENING  
MARRIAGE IN  
COLLABORATION  
WITH THE  
GOVERNOR'S  
INITIATIVE ON  
FAMILIES TODAY  
(GIFT)

# Chapter 12

**2002**

JULY

THE REGIONAL  
FINANCIAL  
REVIEW,  
PUBLISHED BY  
PHILADELPHIA-  
BASED ECONOMY.  
COM INC. RANKED  
UTAH AS THE  
BEST STATE AS  
ESTIMATING  
TOTAL  
EMPLOYMENT.

The department had, for a long time, the vision to increase professional competence and offer other employee development opportunities. In January 2004, DWS announced a plan to create a new system for developing its employees. This became the Career Management System, or CMS, the most innovative and far-reaching program ever to be developed for state employees.

**2004**

CAREER  
MANAGEMENT  
SYSTEM INITIATES  
INNOVATIVE  
PROGRAM FOR  
EMPLOYEE  
GROWTH

CMS had two objectives. First, and most importantly, CMS fostered employee development. The system made information available to any DWS employee about every job title in the department, complete with salary range, job description and the skills and competencies required to hold the position. This unprecedented step opened the door to a wide range of career planning opportunities. In addition, the department would offer professional development classes to help employees strengthen their leadership skills for potential advancement in DWS or anywhere else.

The second objective of CMS was certification. For the first time, the department committed the necessary resources to develop and standardize training programs and effectively teach employees the competencies required to be confident and successful in their jobs. The certification would have career value on a résumé and be linked to financial incentives.

The development of CMS would bring about a substantial change in the way the department conducted its business. Employees were involved in every step of its creation, and

continuous discussion was encouraged to ensure CMS met their needs at every level of the organization. Raylene Ireland said, “In the final analysis, the strength of CMS will be the opportunities it gives employees to successfully plan their careers and achieve formal professional certification. For the public, CMS will mean the most knowledgeable, customer conscious, and best-prepared employees the department has ever had to offer services and information.”

The executive director and her deputies visited all the DWS offices and explained the significance of these changes. Nearly everyone embraced the idea of a career management system and could see its benefits. Still, employees had some good questions. Would they be given ample opportunity to certify? Would the technology really support this vision? Would the required training and the time to assimilate it be available? Issue by issue, executive management and a team of employees from different units within the department addressed these important concerns.

**2002**  
AUGUST

THE ROAD  
HOME PRESENTS  
RAYLENE IRELAND  
THE “COMMUNITY  
LEADERSHIP  
AWARD” FOR THE  
DEPARTMENT’S  
CONTINUING  
SUPPORT TO THE  
SHELTER FOR  
UTAH’S HOMELESS



*Photo by Bruce Heath*

# Chapter 12

DWS continued its focus on the importance of its employees in November 2004, when the first DWS Lifetime Achievement Award debuted. The Lifetime Achievement Award recognized the high calling and enduring value of public service. It would be given to one individual each year who has been with the state more than 25 years and has a body of work so exceptional and far-reaching in its influence that it substantially changes the way services are offered to the public.

In its thorough examination of the department's past and its vision for the future as part of the 2004 strategic planning process, DWS senior management reviewed hundreds of issues within and outside the department. In all these discussions, there was clear consensus that our agency can only succeed if the work is done properly by our employees on the front line of service.



*Photo by Bruce Heath*

The customer service “heavy lifting” occurs on the front lines. There is another reality, one that is closer to the customer, closer to the challenges DWS was created to address, nearer to the heart of the operation. This is where the employment counselors, eligibility specialists, business consultants, unemployment insurance claims specialists, investigators and others work. This is the world of what some have termed “line workers.”

On the line, they work with the customer who is distraught because a spouse has left, children are at risk and the education and training to earn a sufficient wage are lacking. On the line, this is the everyday world. Next, there is the customer who has worked diligently and well. But tough times have hit in the business world, he has been “downsized” and is facing a new reality. A bit unsure and a bit resentful, he meets with DWS specialists. The message is hopeful and reassuring. There are options and helps, but he’s skeptical. He follows advice and telephones for unemployment insurance information, sure he’ll meet the unyielding face of government. The voice on the other end is professional and calming, the answers straight and promising. There will still be hope. And, by the way, the voice encourages, there are resources to assist with the temporary setback to help sustain a family who has many immediate needs.

Then there is the customer whose English isn’t sufficient to express verbally what is written in her countenance—that there are desperate needs for a job—perhaps any job

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**2002****NOVEMBER**

DWS LAUNCHES  
JOBS.UTAH.GOV.  
AFTER MORE THAN  
THREE YEARS OF  
PRODUCTION,  
JOBS.UTAH.GOV,  
THE STATE’S  
CUTTING EDGE,  
ONLINE AND  
SELF-DIRECTED  
JOB MATCHING  
SYSTEM IS  
UNVEILED.  
IT IS THE FIRST  
SYSTEM OF ITS  
KIND IN THE  
NATION.

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# Chapter 12

for now. But it is those on the line who have to translate this look into real words so there will be real benefits to meet real needs—and do so within the boundaries of many, many real pages of rules and regulations and red tape. This they do with calmness, confidence and compassion. And tomorrow, this will be repeated and repeated, each customer with distinct needs requiring individualized answers, demanding the utmost in professionalism from those who work on the service delivery front line.

DWS employees work to boost the economic opportunities for thousands of Utahns—putting their intelligence, their focus and their energy on the line every day. These and many others “on the line” have been the heroes of the first seven years, and they will continue to be so in the next seven and beyond. With courage and commitment, they have made a difference.

As senior leadership looked at the past and planned for the future, they acknowledged and honored the absolutely critical role of those working on the line.

*“In the final analysis, the strength of CMS will be the opportunities it gives employees to successfully plan their careers and achieve formal professional certification. For the public, CMS will mean the most knowledgeable, customer conscious, and best-prepared employees the department has ever had to offer services and information.”*

*Raylene Ireland, Executive Director, DWS*

## Outcomes Instead of Activities

The best indication of maturity for any organization is that it understands itself – it knows where it has been and where it is going; and it is in control of the journey. For the Department of Workforce Services, that process of coming of age was complete by 2004.

In 1999, the DWS executive team began an important dialogue about the department's performance management. It had significant benchmark data and performance trends emerging, but it also had the sense that it needed to define its core business outcomes and, from there, the key processes on which those outcomes were dependent.

In a process that would be repeated twice, the DWS management team and the State Council on Workforce Services undertook a strategic planning process. The results were powerful visions for the future of the public workforce system (that were used as planning templates by other states), distilled ultimately into business processes and activities. But, the results were always shy of the mark, not for a lack of vision, passion, or ability, but because DWS had still not settled. When an organization is not ready, it often focuses on activities instead of outcomes. This was the case with DWS.

The real breakthrough came in 2004. Raylene Ireland and her executive management team realized that the department was ready to reexamine itself and sharpen its focus.

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## 2004

NEW DEPARTMENT  
MISSION, VISION  
AND CODE OF  
ETHICS REFLECTS  
NEW DEPARTMENT  
CULTURE

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Early that year, DWS executive leadership began a thorough review of the department's overall mission and direction. Leaders examined federal mandates, the statutes creating DWS, program purposes and funding and the evolving environment of the future workforce. As a result, leaders became convinced that the mission and vision statements that had served the department so well in its first seven years needed additional clarification and increased focus to really specify why DWS existed and what it was expected to produce for its stakeholders. As a result, in February 2004, new mission and vision statements were created. And, for the first time, DWS adopted a code of ethics.

### **Mission:**

*We provide employment and support services for our customers to improve their economic opportunities.*

### **Vision:**

*We are preparing our customers to prosper now and as the workforce of the future.*

### **Code of Ethics:**

*We are accountable. This means we are: Fair, considerate, and respectful in our interaction with our customers; Committed to professional competence; Honest and trustworthy in our relationships; Law abiding in our activities; Economical with our resources; Committed to providing responsive and high-quality services.*



The message of these changes was that DWS employees needed to focus efforts on an overall outcome for customers, improving their economic situation, whether through unemployment benefits, better employment, support services or information. A key element of the message was that workforce development really was crucial to economic development, and the department needed to ensure its services to customers helped them to be part of that prosperity. Also, customers needed to know that DWS employees believe strongly in ethical behavior and hold themselves to a high standard.

Once the new mission, vision and code of ethics were in place, the rest was relatively simple, compared with past attempts at strategic planning, and again confirming the maturity DWS had achieved. The senior management team adopted four goals for the department and mapped out the outcomes (not activities) each should yield. The result: A plan for DWS that was both strategic and operational because each goal was broken out into pieces so that every DWS employee understood his or her contribution.

But knowing what you are supposed to do is only half the success formula. An organization must also be able to measure its progress and answer the crucial question that past State Council Chairman Randy Emery regularly posed to DWS: “Are we winning or losing?” That’s where DWS is now on solid ground. Its management information services (MIS) unit plays an important role in answering that question.

**2004**  
MAY

DWS RECEIVES  
NATIONAL  
CIVIL RIGHTS  
AWARD FROM  
THE NATIONAL  
ASSOCIATION  
OF STATE  
WORKFORCE  
AGENCIES, “THE  
HARRIS AWARD.”  
THE AWARD  
RECOGNIZES  
EXCELLENCE  
IN THE FIELD  
OF EQUAL  
OPPORTUNITY.

# Chapter 13

MIS designed and implemented a comprehensive summary report of key outcome measures for DWS programs and services. The report combines and integrates data from multiple systems and functions, and it incorporates the concepts of “common measures” proposed by the US Department of Labor. This report made Utah one of the first states in the country to utilize the new reporting concept. It gave DWS employees, top to bottom, a meaningful and accurate scorecard, focusing everyone on outcomes instead of activities.



## The Advocates—Critical Partnerships

The first five years for the department were intensely focused on internal organization and processes. Stakeholders outside the Department of Workforce Services were still waiting for the collaboration and partnership that had been promised.

Chief among those interests was the customer advocacy community—men and women on the frontline of the state’s most serious social problems. They were waiting for the department to engage the issues. The new administration would offer access, cooperation and respect. In her first few months as director, Raylene Ireland visited customer advocacy groups in their offices. She came to get acquainted and talk about the issues that mattered most to them. They responded with a list of specific concerns, but also a sense of optimism and goodwill. The long-awaited working relationships were underway.

In June 2002, Raylene took the “Food Stamp Challenge,” a media event sponsored by the Crossroads Urban Center. The event pointed out the “hoops” Utah’s low-income residents had to jump through for assistance. “I found out during the challenge that parts of the application were confusing and used hard-to-understand jargon,” she said. Immediately afterward, she challenged her staff to develop a shorter application that would be easier to use. She asked them to involve the customer advocacy community in the process.

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**2002**

DEPARTMENT  
BUILDS  
PARTNERSHIPS  
WITH ADVOCATE  
COMMUNITY

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**2002**  
JUNE

RAYLENE  
IRELAND MAKES  
IMPROVING FOOD  
STAMP ACCESS A  
PRIORITY

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# Chapter 14

Her decision to put the chronic problem of the department's difficult, ten-page application for food stamps and other support services at the top of the DWS agenda was met with hearty approval. A task force with equal representation from Department of Workforce Services and the customer advocates including Utah Issues, Utahns Against Hunger, Crossroads Urban Center and the Salt Lake Community Action Program began work almost immediately. For several weeks they analyzed state and federal requirements to remove application process obstacles. On March 3, 2003, the department began piloting a new, shorter application for services. Two regions of the state evaluated its effectiveness in rural (Richfield) and urban (Midvale) settings. The new form was half the length of the previous application. DWS made refinements based upon customer feedback and pilot site experiences. Weeks later, the new form was in use by the department everywhere in the state.

**2002**  
JUNE

DEPARTMENT  
RESPONDS TO  
ADVOCATES'  
CONCERN FOR  
NON-ENGLISH  
SPEAKING  
CUSTOMER NEEDS

The new administration also responded to customer advocate concerns raised by Utah Issues and other groups about limited English proficiency customer access. Two substantial improvements resulted. The department voluntarily offered to have its employment centers monitored for appropriate and timely response to food stamp inquiries in Spanish. In addition, a full-time cultural integration officer/translator was hired in the executive director's office to provide leadership and outreach on minority issues. Coupled with the State Council's work on cultural integration in the workforce, the department took a giant step forward in serving customers. In 2004, the U.S.

Department of Labor recognized Utah's important work on these issues with its prestigious Civil Rights Award.

Customer advocates and DWS worked together on a series of other priority issues: expanding access to the heat assistance program, bringing the funding needs of the General Assistance community to the attention of the Legislature, simplifying childcare subsidy policy, strengthening the interview skills and communication of the department's frontline as they work with customers and veterans outreach, including a new veterans Web portal. The partnerships are working.

*“We applaud DWS for taking this major step toward removing the obstacles that prevent hungry, working Utahns from getting the food they need for their families. Hopefully this will be a first step toward reducing the sense of stigma and frustration some working families feel when they need to apply for assistance from the state.”*

*Bill Tibbits, anti-hunger advocate from Crossroads Urban Center*



*Photo by Bruce Heath*

## Early Visions - New Audits - Real Challenges

Workgroups involved in the planning of the department in 1996 envisioned how a mature department would conduct its business. They imagined a unified department, with its own positive dynamic, emerging from the five agencies. They also knew that, once the infrastructure was in place, there would be challenges in meeting complex federal performance requirements.

**2002**  
AUGUST

NEW AUDIT  
AND QUALITY  
DIVISION CREATED  
TO ADDRESS  
QUESTIONS OF  
SERVICE DELIVERY

Some federal funding partners and state auditors felt the department had failed to adequately respond to audit findings. Performance for some programs had suffered during transition to the new department. Divisions within the department continued to deliver services to customers, and quality measurement and response systems continued to exist, but they had become disconnected during the transition turmoil. By August 2002, the time had come to address these challenges.

The executive director created a new Audit and Quality Division and gave it a clear mandate to work with the other divisions, looking at key programs and processes, identifying root causes, and suggesting possible remedies. Initially, the new division addressed issues related to two important DWS services, child care and Workforce Investment Act. State auditors had earlier reviewed child care and WIA, finding weaknesses in these services.

Institutional knowledge existed within the department to solve these problems. After all, the department had devel-

oped successful strategies to improve the state's dismal food stamp accuracy ranking (53rd in the nation) to one of the top 15 states in the nation within a year.

The department employed many of the same winning strategies to examine and improve child care and WIA services. When state auditors returned after the department had worked diligently to improve these services, they found child care overpayments reduced by 70 percent and “phenomenal” WIA improvement in two audit areas for two consecutive years. Costs questioned by state auditors were reduced by a factor of seven, from \$345,000 to less than \$47,000 in one year. Of equal significance, the department's relationship with federal funding partners and state auditors changed from one of confrontation to one of collaboration and cooperation.

Such remarkable improvement reflected the positive and sustained efforts of many DWS employees.



*Photo by Bruce Heath*



## One Stop Business Registration - On Line, not In Line

The governor's initiative to "put customers on-line, not in line" inspired DWS business and technical staffs, and the department took a leading role in harnessing new Internet technologies to provide improved customer service. In just three years, DWS launched more than 30 Internet services. New technology was not simply applied to old service delivery methods. Processes were reengineered so that DWS staff could more easily work together with staffs from other state agencies to better serve customers.

**2003**

DWS TAKE LEAD  
IN COOPERATIVE  
INTERNET SERVICE  
FOR BUSINESS  
CUSTOMERS, ONE  
STOP BUSINESS  
REGISTRATION

For many years, state agencies had informally discussed the possibility of a one-stop office where the customer—someone starting a new business—could obtain the information and the forms, pay required fees and register the business. But new Internet technology had been developed that promised even more radical possibilities to improve services. However, some key pieces were still missing. These were to be quickly provided after Governor Leavitt challenged state agencies to look at customer needs from an enterprise perspective—to cut across bureaucratic boundaries to serve customers.

The governor found a champion when DWS volunteered to serve as managing partner for this enterprise, and the proposal was approved by the governor and his cabinet. And it was not going to be just an interdepartmental effort, with the Department of Commerce, Utah State Tax Commission, Department of Environmental Quality, State Information Technology Services, and the State CIO's office eagerly agreeing to form a partnership; it



would be intergovernmental, including local government partners like Provo City, Sandy City, Salt Lake City and eventually Logan City and West Valley City. The federal Internal Revenue Service would also give its support and assistance. It was going to reach also into the private sector, with Utah Interactive Incorporated as technical advisor and developer, and law firms, CPA firms and tax preparers providing customer input and system testing.

It required tough decisions and hard give-and-take work for all parties. Deputy Director James Whitaker would chair the project. Federal, state and local agencies that had operated successful, though independent, services for



*DWS Deputy Director James Whitaker, Dept. of Commerce Executive Director Klare Bachman, Governor Michael Leavitt, and Chief Technology Officer Val Overson at launch of the innovative partnership One Stop Business Registration*

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years had to change work processes, following an extensive review of their internal business registration processes. Business forms used for years had to be revised, and information technology experts at all levels had to integrate their efforts. Legal issues had to be worked through, and executive directors, mayors and councils had to approve. And the money? Yes, the partners established a method to share equitably the costs of the project across city and state agency boundaries.

**2003**  
JULY

GOVERNOR  
LEAVITT  
LAUNCHES  
BUSINESS.UTAH.  
GOV WEBSITE TO  
RAVE REVIEWS

One Stop Business Registration found a home on the state Web site, as [business.utah.gov](http://business.utah.gov). On this new Web site, initial offerings of business registration and unemployment insurance tax rates for new employers were expanded to provide solid information about all aspects of establishing, operating or closing a business. Links were added to other services and information throughout the Internet. The Web site offered access 24/7, and the first statewide online chat feature was added so that customers could communicate over the Internet with a real, live person anytime about government services.

In July 2003, Governor Leavitt launched the new Web site to rave reviews from business registrants, private sector partners and government agencies. Calls came in from all over the country – “How did Utah do it?” DWS and friends were very happy to share those innovations.

## Workforce Development is Economic Development

Studies show that corporations rank the availability of skilled labor as the single most important factor in site selection. Economic development is no longer simply about tax incentives, infrastructure and disposable labor. Economic development is workforce development, and workforce development starts at the Department of Workforce Services.

DWS realized its natural role as the agent of change at the nexus of Utah's workforce development system. In October 2002, Raylene Ireland created a division within DWS focused exclusively on workforce development, and appointed Darin Brush as deputy director to head it. Since then, DWS has led unprecedented work to achieve the goal of Utah having a highly trained, world-class workforce.

DWS works in new ways with public and higher education and economic development partners by advising them of trends and directions it sees in this rapidly changing economy. This can have dramatic affects on curriculum and the kinds of industry Utah chooses to support and recruit. In March 2004, DWS enhanced its on-line offering of consumable economic data by rolling out two highly popular and effective products: the Utah Economic Data Viewer, a searchable electronic tool for occupation and employment data that replaced the traditional, bulky, hard-to-use hardcopy publications; and SkillWindow, a program that displays the top ten skills requested by

**2004**

NEW WORKFORCE  
DEVELOPMENT  
AND INFORMATION  
DIVISION REFINES  
SERVICES  
FOR STATE  
WORKFORCE

**2004**

DWS PARTNERS  
WITH PRIVATE  
SECTOR TO  
ADDRESSES  
NATIONAL  
SHORTAGE IN  
HEALTH CARE  
WORKERS

# Chapter 17

employers posting job openings for occupations in highest demand with DWS or America's Job Bank. This information is crucial for education to quickly adapt curriculum development ensuring it offers required skills, and for job-seekers to better understand the skills they need to acquire to be competitive in today's workforce.

DWS has also focused workforce development activity on industry sectors that drive Utah's economy in a demand-driven workforce development model; industries like health care, construction, manufacturing and others that have career ladders, job growth and family-sustaining wages. It has developed tools and charted career ladders that are designed to assist Utahns in making better long-term career development choices. By the end of 2004, more than 100 DWS customers were moving into careers in these key industry sectors.

**2004**

JULY

CAREERS.UTAH.  
GOV WEB SITE  
IS DEVELOPED  
IN PARTNERSHIP  
OF DWS WITH  
CONSORTIUM  
OF EDUCATION  
INSTITUTIONS

This focus drove the Careers.utah.gov Web site that Governor Walker launched in July of 2004. The Workforce and Education Development Alliance, a partnership between the State Office of Education, Utah System of Higher Education, Utah State Office of Rehabilitation, and DWS, the host agency, developed the portal. This Utah data-driven Web resource is a comprehensive school-to-retirement career exploration and planning solutions site. It is a tool for parents, teachers, counselors, students and workers and has already been widely praised for its usefulness.



*Governor Olene S. Walker introduces a new on line resource for educators, students, and workers:  
[Careers.utah.gov](http://Careers.utah.gov)*

As 2004 drew to a close, DWS and its State Council on Workforce Services were in the process of creating Utah's first major incumbent worker training program through the federal Workforce Investment Act, to increase the skills of transportation technicians in both metropolitan and rural Utah. This will allow for a highly trained workforce for public and private transportation and increase the opportunities for entry-level lower skilled workers to enter this growing Utah career ladder.

DWS is charting the course to help Utah workers find a job, a better job, a career and to remain employed. DWS is a change-agent, key to preparing a world-class workforce. It helps the Utah workforce hit the ground running in the global economy that demands agile, knowledgeable workers.

**2004**  
JULY

STATE COUNCIL  
PROVIDES DWS  
GUIDANCE AND  
LEADERSHIP  
THROUGHOUT THE  
YEARS

## Ongoing Partnerships - Working Together to Serve Customers

As DWS leadership examined its customers and their requirements, they saw very clearly that there were still many customer needs that the department could not meet. If its customers were to be served, it would need stronger cooperative partnerships with many agencies and other entities.

A crucial part of service delivery for the department's 500 eligibility workers was the Public Assistance Case Management Information System (PACMIS). In a 2002 "Eligibility Futures" meeting, DWS leaders examined critically where this service was and where it needed to be in ten years. It was clear that PACMIS, an old legacy system implemented in 1988, would not deliver services sufficient to meet long-term eligibility needs.

Soon a gap analysis was initiated, involving the three key agencies that depended on PACMIS: the Departments of Health, Human Services and Workforce Services. That analysis compared in great detail future needs to what PACMIS could currently deliver. The results were clear: PACMIS could deliver only about 52 percent of customer requirements.

There were plenty of skeptics as the agencies decided to move forward seriously to address the gaps. Many argued that it was too complex, others that it was too costly, and still others that it was political suicide. However, the case was clearly made that customers needed improved services

in the future, and now was the time to get started on a solution. Therefore, a governance structure was formed, including a sub-cabinet group of the executive directors of each partner agency and Utah's CIO.

DWS was designated as the “managing partner” for the state’s largest information technology initiative, which was named the Electronic Resource and Eligibility Product, or eREP. The project will eventually provide a comprehensive integrated eligibility solution for the three major state agency partners. Through 2004, all the participating agencies contributed staff to scores of planning and design teams for the multi-year project.

Department staff members, who look forward to leaving behind the dinosaur PACMIS system in use for nearly two decades, eagerly await implementation of eREP. The new system capitalizes on state-of-the-art technology and intuitive user interfaces to reduce staff training time by more than 50 percent and ensure accuracy and consistency in determining eligibility for benefits. Eventually, eREP will provide Web-enabled access for customers 24/7. National and international attention is focused on Utah as the state-of-the-art system is implemented.

Other partnering opportunities presented themselves. In September 2003, Governor Walker asked state agencies and community partners to respond to the needs of those who reach the age where they no longer qualify for foster care in Utah. Over 200 youth annually reach age 18 and are forced to leave the foster care system. At a Foster Care Summit, the governor heard almost 100 youth speak with



# Chapter 18

a unified voice about the challenges they faced. She immediately proposed a new initiative, Transition to Adult Living, to gather resources and coordinate efforts to help these important citizens enter adulthood successfully.

The Department of Workforce Services stepped forward to partner with the Department of Human Services and Department of Health to develop a plan for coordinated assistance. The partnership produced an information-packed Web site to answer questions about housing, health care, school and finances at [justforyouth.utah.gov](http://justforyouth.utah.gov). Partners continue to explore together a variety of ideas related the governor's initiative.

The Transition to Adult Living initiative was right on time and right on target. In November 2004, the National Governors Association began to promote Utah's successful model for serving foster care youth as a best practice for other states to emulate.

*Deputy Director James Whitaker in Amman Jordan presenting the services and business practices of DWS*





**T**he Department of Workforce Services will continue to adapt and improve. Governors Leavitt and Walker tirelessly promoted the vision of integrated service delivery. It has been realized. They predicted the new department would take full advantage of all the information age has to offer. It does. They expected it to play a major role in workforce development. It must.

In early 2004, the department added two new offices to its mix of services. The Governor's Commission on Marriage and the Utah Commission for Women and Families became part of the DWS family. In accordance with national welfare reform objectives, the marriage commission's goals are to help individuals prepare for their marriage, maintain two parent families and prevent abuse, family breakdown and economic stress for both the individual and the state. The major focus of the Utah Commission for Women and Families is helping evaluate programs, services and legislation affecting women and families.

The workplace is a dynamic place. Many students enrolling in kindergarten in 2004 will enter the workforce with occupations not in existence today. Those already in the workplace will likely change not only jobs, but also careers, several times during their working lives. Veterans returning from conflicts abroad will need special attention. The Department of Workforce Services will be poised to meet their needs.

The creation of Department of Workforce Services has been a career-defining event for countless colleagues, past and present. Stressful? Yes. Painful? Sometimes. Exciting and rewarding? Always.

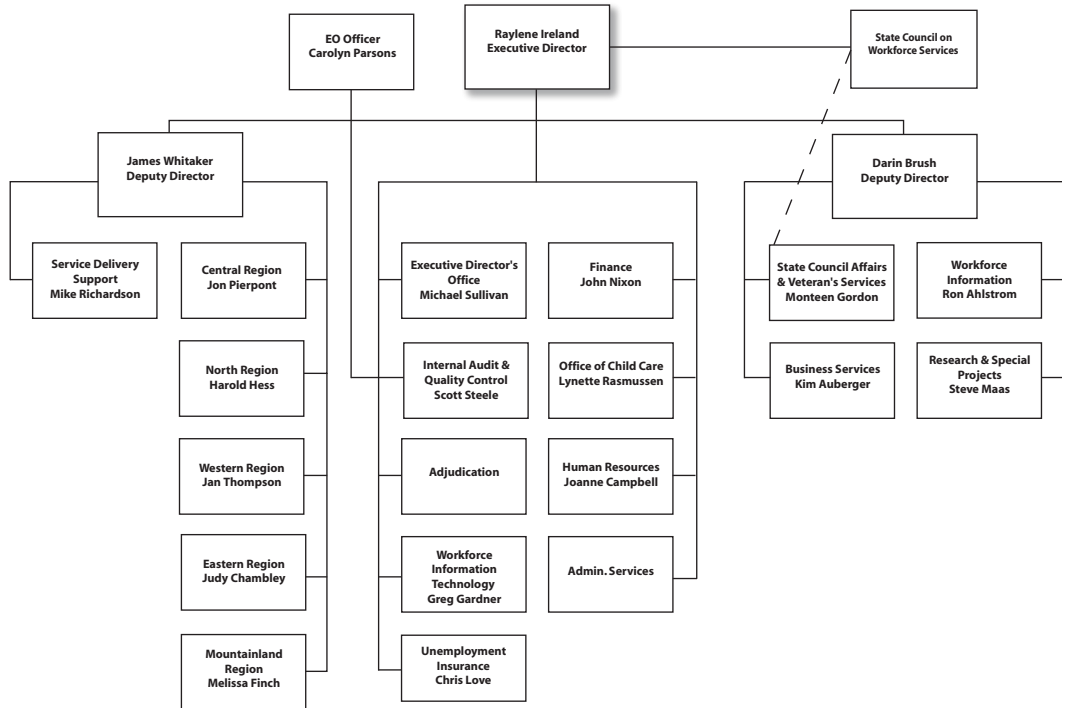
# Epilogue

Partnerships define DWS and it looks to the future with confidence in the strength of those partnerships. The department extends heartfelt thanks for all the support and encouragement of its partners.

The story of the Department of Workforce Services is an epic—yet, it's still a work in progress.

More to come!

## Organization Chart Senior Management



## Senior Management

### **Raylene G. Ireland** - EXECUTIVE DIRECTOR

Raylene G. Ireland was appointed Executive Director of Utah's Department of Workforce Services in 2002 and serves as a member of Governor Olene Walker's cabinet. Raylene was formerly the Executive Director of Utah's Department of Administrative Services, a post she held for almost a decade. During that period, the state's wide area network was created, providing state-of-the-art technological infrastructure, and the department also provided oversight for the construction of the 2002 Olympic Game facilities. Prior to service in state government, Ireland worked in local government for seven years in Provo City, and previous to that was vice-president of Ireland and Associates, a family-run manufacturing firm. She currently resides with her husband and family in Lindon, Utah.



### **Darin Brush** - DEPUTY DIRECTOR

Darin Brush was appointed by the Executive Director in 2002. For five years before that, Darin was the department's Director of Communications and Customer Relations and the Utah State Workforce Investment Board Director. Prior to joining the state of Utah, he was the marketing director for a management consulting firm. His knowledge and experience in the areas of management philosophies, international business cultures, and total quality management made him a successful consultant. A native of northern California, Darin attended the University of Utah where he took three degrees, including a Masters of History. Darin serves on several nonprofit boards, teaches at Salt Lake Community College, and serves as a Boy Scout leader. He, his wife Natalie, and their son Ian live in Salt Lake City.



### **James Whitaker** - DEPUTY DIRECTOR

James Whitaker is responsible for nearly 1,200 employees who work in the five regions and in the state-level Service Delivery Support policy, program and training unit. Previously, he served for four years as an assistant deputy director. Earlier, he worked as a quality/productivity consultant and evaluator in DWS and in the Department of Human Services. James is a retired Air Force officer, where he served in operational intelligence and in officer training assignments. He has earned a master's degree in Human Resource Education from Boston University, a master's degree in International Relations from University of Southern California, and a bachelor's degree in Political Science from Utah State University. Originally from Kanosh, Utah, he and his family now live in Kaysville.



## **Ron Ahlstrom** - DIRECTOR OF WORKFORCE INFORMATION DIVISION

Ron Ahlstrom oversees the Workforce Information Division, which is responsible for collecting and reporting economic data for Utah and is also responsible for workload and performance reporting for the department. Ron began working for the Department of Employment Security as a labor economist. He did some pioneering work applying mini-computers to analyze unemployment insurance budgeting and staffing. He went on to establish a research and development operation within the department that is funded entirely by performance based contracts. He has also chaired the state Charitable Fund drive and served as president of the Department's credit union. Ron is a graduate of the University of Utah.



## **Kim Auburger** - DIRECTOR OF BUSINESS SERVICES

Kim Auburger grew up in the Salt Lake Valley where she attended high school and college. Kim has been in public service for sixteen years serving Utah businesses and the citizens of Utah to ensure economic prosperity. She is a member of the Society of Human Resource Management, many local Chambers of Commerce and the Utah Society of Certified Public Managers.



## **JoAnne Campbell** - DIRECTOR OF HUMAN RESOURCES

JoAnne Campbell began her 36-year career with the state shortly after graduating from college. Since that time she has held a variety of positions that make her uniquely qualified and have provided a broad background for her current assignment. She has provided direct services to customers, giving her knowledge of department programs. She has also served in a variety of positions at the administrative office level.



## **Rosemarie S. Carter** - DIRECTOR OF ADMINISTRATIVE SERVICES

Rosemarie Carter has served state government for 35 years and for the past 15 years she has overseen Administrative Services. She has also managed HR, Finance, IT, Facilities and General Services. She began her career as an employment counselor after graduating from USU in 1969. With the creation of the Department of Workforce Services, she spearheaded the consolidation of the 104 facilities used by the five affected agencies. Rosemarie also serves as the department's ADA Coordinator and Community Service Coordinator.



## **Judy Chambley** - EASTERN REGION DIRECTOR

Judy Chambley began her public service in 1970 at Job Service in Ogden following graduation from Weber State University. After working in the unemployment insurance unit she transferred to her native Vernal. In 1984, she became the manager of Job Service for Vernal where she served until she was appointed as the Eastern Regional Director for the department in 1996. Judy feels that being a part of the development of DWS has been an incredibly rewarding experience. She feels that working with colleagues who are committed to 'excellence' in service to the public is one of the main reasons that the formation of DWS has been successful.



# Appendix

## **Steve Cuthbert** - ASSISTANT DEPUTY DIRECTOR

Steve Cuthbert's responsibilities include IT product management, operational planning and program performance management. In his career in the public sector, Steve has served in several capacities including: program specialist, employment center manager and regional program manager. In these roles he has focused on improving the quality of programs and service delivery. He is a graduate of the University of Utah and is currently earning a MPA degree from Brigham Young University. Steve and his wife, Melanie, live in Mapleton with their three children.



## **Tani Downing** - DIRECTOR OF ADJUDICATION

Tani Pack Downing has been Director of Adjudication (legal/appeals) and general counsel for the department since January 2004 and is on the faculty at the National Judicial College teaching administrative law. Previously, she was associate general counsel for the Utah Legislature, in-house counsel for a technology company and was in private practice.



## **Melissa K. Finch** - MOUNTAINLAND REGION DIRECTOR

Melissa Finch is a career employee for the state of Utah and has worked in various management positions with social and economic development programs and has collaborated with many community-based organizations and local businesses on workforce initiatives. She has served on the United Way Board of Directors, Community Action Board, and FACT Executive Committee. She has collaborated extensively with community and business partners. Melissa is a graduate of the University of Utah and received her MPA from Brigham Young University. She and her husband, David, live in Pleasant Grove.



## **Greg Gardner** - DIRECTOR OF WORKFORCE INFORMATION TECHNOLOGY

Greg Gardner has had the opportunity to serve the public for 22 years. Greg served as a member of Governor Leavitt's team, which developed the five-agency consolidation proposal that created DWS. He then served as deputy director of the department. He currently serves as the division director for Workforce Information Technology. Greg received his masters and bachelors' degrees at the University of Utah.



## **Monteen Gordon** - DIRECTOR OF STATE COUNCIL AFFAIRS AND VETERANS SERVICES

Monteen Gordon began state service in 2003 after working in the private sector including a 17-year ownership of her own business. She directs the State Council on Workforce Services, and provides technical assistance to the DWS Regional Councils on Workforce Services, implementing and coordinating activities and providing outreach and advocacy for the DWS veterans programs, and interfacing with the Department of Labor and other federal agencies. As part of DWS' renewed focus on veterans and veterans' issues, she is the first Director of Veterans Services. Monteen holds a B.S. degree from Brigham Young University.



## **Harold Hess** - NORTH REGION DIRECTOR

Harold Hess graduated from Utah State University with a B.S. degree in accounting. He worked in accounting for 10 years and then transferred into operations for a large manufacturing corporation where he worked in various supervisory positions for 19 years. While in the private sector, Harold served as vice chairman of the Private Industry Council for the Western Region for 15 years and also served on the Western Regional Council where he was chairman in 1999, serving in that position for two years. Harold left the private sector in 2001 to accept the position of North Region Director.



## **Christopher Love** - DIRECTOR OF UNEMPLOYMENT INSURANCE

Christopher Love joined the former Department of Employment Security (Job Service) in 1974 as a placement interviewer. He subsequently held a position as an initial claims adjudicator and was then promoted to the position of administrative law judge. Chris became Assistant Unemployment Insurance Director in 1997, Chief of UI Benefits later that year and was appointed to the position of UI Director in the fall of 2001. He holds a B.S. from the University of Oregon.



## **Stephen D. Maas** - ASSISTANT DIVISION DIRECTOR

Stephen Maas worked for 21 years in the private sector in transportation and health care and has served 10 years in state government. He has worked for Fortune 500 companies as well as in small business. Previously, he served as the Director of Employment Security for the New Mexico Department of Labor. He has been involved in the development and release of DWS' Web based services. He is a former board member of the Salt Lake Community Action Program, and currently serves as the Vice-Chair of the Governor's Committee on Employment of People with Disabilities, and the Apprenticeship Steering Committee. Steve holds a B.S. degree from New Mexico State University.





# Appendix

## **John Nixon** - DIRECTOR OF FINANCE

John Nixon, a Certified Public Accountant, has overseen the department's budget, contractual, and operational accounting functions since 2001. He has served as a budget and policy analyst in the Governor's Office of Planning and Budget. John has worked in the private sector as a CFO and has worked in the financial services industry. John holds a bachelor's degree in Corporate Finance from Brigham Young University and an MBA degree, with an emphasis in Information Technology from the University of Utah.



## **Jon Pierpont** - CENTRAL REGION DIRECTOR

With a bachelor's degree from the University of Utah, Central Region Director: Jon Pierpont, has 13 years of public service experience with half of those years in leadership and managerial roles varying in administrative, programmatic, and operational duties. Jon is enthusiastically aggressive and very solutions-oriented as a leader. Jon is able to balance the demands of work life and family. He is a devoted husband and proud father who enjoys a good round of golf and any Ute athletic event anytime.



## **Lynette Rasmussen** - DIRECTOR, OFFICE OF CHILD CARE

Lynette Rasmussen works with legislators, community groups, employers, child care providers, and others to educate and develop support for quality child care and work/life policies. In 1993, she completed her MBA by writing a thesis addressing the multiple issues of employer-supported child care. Lynette spent 10 years working for the nation's largest private child care chain in a variety of positions. Lynette has one son and lives with her husband in Alpine, Utah.



## **Melanie Reese** - DIRECTOR OF GOVERNOR'S COMMISSION ON MARRIAGE

Melanie Reese's career spans 23 years with the state of Utah. She worked for 19 years in Maternal and Infant Health, including the successful Baby Your Baby outreach program. Melanie was appointed to direct the governor's family initiatives in 2000. Her education is in Business Management. The goal of the commission is to help couples, who choose marriage for themselves, develop the skills and knowledge necessary to form and sustain healthy marriages.



## **Mike Richardson** - DIRECTOR OF SERVICE DELIVERY AND SUPPORT

Mike Richardson graduated from Utah State University with a degree in Education and Psychology. He has worked in the human service field for 29 years in programs focused on helping low income families through employment, education and training. Mike came to DWS at its creation from the Utah Department of Human Services where he was an associate regional director. Mike is a native of Park City, and he currently resides in Heber, Utah with his wife and two children.





## **Scott Steele** - DIRECTOR OF QUALITY AND INTERNAL AUDIT

Scott Steele was appointed to his position in January 2003 after serving in a similar capacity at the Department of Administrative Services for five years and with the Office of the Legislative Auditor General for five years prior to that. A Utah native, Scott has an undergraduate degree from the University of Utah and a master's degree from the University of Southern California and served 20 years as a commissioned officer in the United States Marine Corps prior to working for the state of Utah.



## **Michael G. Sullivan** - DIRECTOR, COMMUNICATIONS CUSTOMER & LEGISLATIVE RELATIONS

After a 25-year career in business, Michael Sullivan was appointed as the Communications, Customer and Legislative Relations Director at DWS. He is honored to represent a leading Workforce Services agency and staff before the Utah Legislature and to the citizens of Utah. His responsibilities include supervision of Customer Relations, Multicultural Affairs, Public Information, as well as the Print and Marketing units. He and his wife, Christine, have five children and reside in Sandy, Utah.



## **Janice B. Thompson** - WESTERN REGION DIRECTOR

Jan Thompson has worked in various management and front line positions in economic development, employment, unemployment, supportive services, training and case management during her career. Jan participates on many local and statewide DWS projects always promoting quality service delivery, efficiency and continuous improvement. She also works with community-based organizations, education, local governments and employers on state and local workforce initiatives. Jan has a B.S. as well as extensive graduate studies in business administration from Utah State University. She and her husband, Ken, live in St. George.



## **Carol Walker** - EXECUTIVE DIRECTOR, UTAH COMMISSION FOR WOMEN & FAMILIES

Carol Walker is a past chair of the commission and has been involved with women and family issues for many years. She served as a commissioner for eight years until becoming the executive director in 2004. She was appointed in 1996 by Governor Mike Leavitt to the Governor's Commission for Women and Families. Governor Olene S. Walker reappointed her in December of 2003 for an additional three years.



## State Council

### Current Members of the State Council on Workforce Services

#### Large Employers

Kevin Crandall, *Chair*  
Stephen Goodrich  
Stanford Lockhart  
Darris Howe

#### Small Employers

Shawn Potter  
Linda P. Walton  
Jan M. Zogmaister  
Rhett M. Roberts

#### Community-Based Organizations

Bill Crim  
Richard K. Winters

#### Employee Organizations/Labor

Allan Ayoub  
Susan McAllister  
Audry Wood  
Richard Thorn

#### Veterans Representative

Frank Maughan

#### Superintendent of Public Instruction

Patti Harrington

#### Commissioner of Higher Education

Richard E. Kendell

#### Utah State Office of Rehabilitation

Blaine Petersen

#### Chairs of the Regional Councils on Workforce Services

Evan Maxfield-Bear River North  
Pamela Clark-Wasatch North  
Tim Gwyther-Southeast  
Kristie McMullin-Western-Co-Chair  
Mark Raymond-Uintah Basin  
Ken Walker-Mountainland  
Libbie Zenger -Western-Co-Chair  
Greg Diven-Central

#### Non Voting Members

Representative David Hogue-Legislator  
Raylene Ireland-Executive Director, DWS  
Robert Haywood-Executive Designee, DHS  
Dr. A. Richard Melton-Executive Designee, DOH  
David Harmer-Executive Director, DCED

#### Non Voting Invited Cooperative Members

Clark Woodger-Cultural Integration Advisory Council  
Annabel Sheinberg-Office of Child Care

#### Chair Emeritus of the State Council on Workforce Services

Randy Emery  
Louie Cononelos

## State Council

### Past Members of the State Council on Workforce Services

Jane Reister Conard	Kenneth Middleton	Richard Horne
Keith Gillins	Thomas Bielen	Nancy Jones
Kathleen W. Alder	Robert Bott	Patty Rich
Lana Powell	Bill Deal	Craig Swenson
Norman Johnson	Jim Evans	Marilyn Taylor
Irene Hansen	Harold Hess	Jeff Alexander
Karen Alvey	Mark Millburn	Frederick VanDerVeur
Peter Corroon	Paul Morgan	Sandy Hatch
Cecelia Foxley	Sharon Wilkins	David Winder
Steven Laing	Mickey Adams-Grames	Sandra Adams
Dave Pierce	Gary Dastrup	

## Directors

### Past Directors

#### Past Deputy Directors

Curtis Johnson, Greg Gardner, Barbara Gittins, Virginia Smith, James Finch, Blaine Crawford

#### Past Division Directors

Werner Haidenthaller - *Division of Finance*

Kevin Beutler - *Human Resources*

Marie Christman, James Finch - *Program Directors*

Sarah Brenna - *Communications/Legislation Director*

Connie Laws - *Information Technology Director*

Joyce Johnson, Patricia Creer - *Office of Child Care Directors*

#### Past Regional Directors

*North Region Director*, Michael Williamson

*Central Region Directors*, Stephen Maas, Bradley Maughan

*Mountainland Region Director*, James Evans

*Western Region Director*, Michael Williamson

## DWS Award Winners

### Executive Directors Pinnacle Award

- 1998 Kerry Daniels – Western Region
- 1998 Robin Parker – Western Region
- 1999 Casey Peterson – Mountainland Region
- 2000 Sharon Jacobson – Mountainland Region
- 2001 Sheryl Nisely – Eastern Region
- 2002 Kay Heber – Mountainland Region
- 2003 Denise Iverson – North Region
- 2004 Ilona Zenner – Service Delivery Support Division

### Manager of the Year

- 1998 Randy Hopkins – Unemployment Insurance Division
- 1999 Clay Hiatt – Central Region
- 2000 Linda Salimeno – North Region
- 2001 Shauna Mace – Mountainland Region
- 2002 Don Avery – Unemployment Insurance Division
- 2003 Rick Little – Labor Market Information Division
- 2004 Jeannine Farrington – Service Delivery Support Division

### State Employee of The Year

- 1999 Mary Silva – Central Region
- 2003 Lane Adams – Eastern Region

### DWS Lifetime Achievement Award

- 2004 Virginia Byrd – Unemployment Insurance Division

## Work/Life Awards 1998 - 2003

### 1998 WORK/LIFE AWARD WINNERS

Employer Solutions Group  
Frito-Lay  
Gilson Engineering  
Intermountain Health Care  
JJ Bakd, L.C.  
Jordan Ridge Kids and Teens  
Jordan Valley Supported Employment  
Kencraft  
NPS Pharmaceuticals  
Webber Brothers, Inc.

### 1998 WORK/LIFE AWARD WINNERS

Community Nursing Services  
Employer Solutions Group  
FJC and N  
Futura Industries  
Intermountain Health Care  
Kencraft, Inc.  
Marriott Guest Services  
Regence BlueCross & BlueShield  
University of Utah Hospital  
WR White

### 2000 WORK/LIFE AWARD WINNERS

ARUP Laboratories  
Futura Industries  
Options for Independence  
America Online  
Attorney General's Office, Utah  
Employer Solutions Group  
Kencraft, Inc.  
Power Quest Corporation  
Regence BlueCross BlueShield of Utah  
Your Community Connection

### 2001 WORK/LIFE AWARD WINNERS

ARUP Laboratories  
Fairchild Semiconductor  
Futura Industries  
Intermountain Health Care  
Nicholas and Company  
NPS Pharmaceuticals  
Redmond Minerals  
Regence BlueCross BlueShield  
Sunshine Terrace Foundation  
Utah Transit Authority

### 2002 WORK/LIFE AWARD WINNERS

ARUP Laboratories  
Cottonwood Heights Parks and Rec  
Futura Industries  
Intermountain Health Care  
Nicholas & Company  
Redmond Minerals  
Regence BlueCross BlueShield  
Stampin' Up  
Sunshine Terrace  
University of Utah Hospitals & Clinics

### 2003 WORK/LIFE AWARD WINNERS

1-800-Contacts  
ARUP Laboratories  
Ernst & Young  
Futura Industries  
Mountain America Credit Union  
Nicholas & Company  
Redmond Minerals  
Regence BlueCross BlueShield  
Stampin' Up  
Sunshine Terrace Foundation

## Employee List

Current as of November 1, 2004

Abeyta, Connie	Anderson, Erlinda	Baker, Lynette
Abney, Robert	Anderson, Julie	Bakker, Cheryl
Abrams, Rieda	Anderson, Twila	Baldwin, David
Abrams-Cohen, Deborah	Anderson, Rebecca	Bales, Leonard
Adams, Lane	Anderson, Garth	Ballard, David
Adams, Gary	Anderson, Thomas	Balli, Juan
Adams, Amber	Anderson, Neal	Balls, Seth Lynn
Adams, Cindy	Anderson, Irene Louise	Banks, Terry
Adams, Bette Jo	Anderson, Beverly	Banks, Chris
Adamson, Debra	Anderson, Lane	Banner, Rebecca
Ady, Trent	Anderson, Stacy	Barber, Mary
Aguirre, Casey Marshall	Anderson, Gerald Scott	Bardin, Jefferson
Ahlstrom, Ronald	Anderton, Michele	Barela, Gloria
Ahquin, Ashley	Andra, Glenna	Barker, Shonie
Ahquin, Trisha	Andra, Robert	Barlow, Cynthia
Aikens, Kimberly	Andrew, Nancy	Barlow, Rodney Leroy
Ainsworth, Judy Silver	Anjier, Bonnie Jean	Barnes, Amy
Alarcon, Karenbeth	Ansel, Toni	Barnes, Julie
Alder, Janet	Anthony, David George	Barnson, Ann
Aldrich, Debbie	Applonie, Gene	Barrera, Tracy
Aldridge, Amy	Arancibia, Claudio	Barrett, M. Penny
Alexander, James	Archibald, Stephanie	Barrett, Jefferson
Al-Kamel, Raad	Archuleta, George	Barrett, Patricia Ann
Allen, Kenneth	Archuleta, Gloria	Barron, Anthony
Allen, Karin	Ardito, Carlo	Barrow, Jennifer
Allen, Julie	Argyle, Valerie	Barry, Misty
Allen, Christine Susan	Armstrong, Holly Ann	Barth, Mary
Allen, Peggy	Arndt, Lu Cinda	Bartholomew, Jeffery
Allen, Sandra	Arnold, Pamala	Bartholomew, Angela
Allen, Kari	Arnold, Cynthia	Barton, Sherma
Allred, Michael	Arroyo, Juanita	Barton, Dennis Jay
Allred, Camijo	Artamonova, Yevgeniya	Barton, Peggy
Allred, Ellen	Asay, Kasandra	Barton, Bruce
Almond, Lyle	Ashby, David	Barton, Colby
Alvalle, Pedro	Asmussen, Michael	Bartschi, David
Alvarado-Hamilton, Ingrid	Astorga, Barbara	Bates, Eric
Alvarez, Doris	Auberger, Kim	Baughman, Dixie
Alvey, Malea	Austin, Rodney	Baumberg, Jacob
Ammon, John	Avery, Donald	Bayles, Lillian
Amonett, Charles	Ayala, Ana	Beagley, Melissa A.
Andersen, Shelly	Bailey, Brad	Beal, Carol
Andersen, Genna	Bailey, Leta	Beck, C
Andersen, Laurie	Baker, Gayle	Beck, Crystal
Anderson, Junie Gay	Baker, Bret	Beck, Jeannine
	Baker, Crecia	Beckstead, Kristi

Beckstead, Jenny	Bitters, Arvel	Brown, Megan
Beckstead, Arlene	Black, Sandra	Brown, Robert
Beckstrand, Michael D	Blackett, Dawna	Brown, Vivian Lee
Beckstrand, Melissa	Blaine, Connie	Brown, Charisse
Bedore, Marissa	Blanchard, Linda	Brown, Andrew
Bedore, Cynthia	Blank, Ruby	Brown, Susan
Beens, Lynn Richard	Blauer, Mandy	Brown, Doris June
Begaye, Leland	Bliss, Linda	Brown, Heather
Behunin, Kathleen	Blok, Bernadine	Brown, Georgianna
Bell, Catherine	Bohn, Kristen	Brown, Melissa
Bell, Shirley	Boman, Galina	Browning, Milon Jan
Bell, Brenda	Boulter, Jenny	Brush, Darin
Bell, John	Boulter, Sondra	Bryce, Rebekah
Belliston, Candace	Bowen, Lon	Buckels, Cheree
Belnap, Sheila	Bowers, John	Budd, Timothy
Belnap, Tracy Beth Harris	Bowker, Michael	Bulloch, Matt
Benavides, Ingrid	Bowles, Carmen Portela	Bullock, Lavon
Benavidez, Gumecondo	Boyd, Dawn	Bundrick, Kristi
Bench, Robert	Boyle, Scott	Bundy, Jolene
Bender, H Doyle	Braden, Lora	Bunker, Hugh
Bennett, Ryan John	Bradfield, June	Burge, Jennifer
Bennett, Vickie	Bradford, Noelle	Burleson, Michelle Renee
Bennett, Maranda	Bradford, Linda	Burnham, Christie
Bennett, Joan	Bradley, Kristine	Burningham, Joyce
Bennett, Tammy	Bradley, Michelle	Burningham, Cheryl Lynn
Benson, Joyce	Bradshaw, Ryan	Burningham, Ray
Benson, Bart	Bradshaw, Sterling	Burns, Verlin
Benson, Jenny Lind	Brady, Melvin Mark	Burrows, Deanna
Benton, Sheryl	Brady, David	Burt, Jane
Berg, Myra	Brady, Tina	Burt, Kevin
Berrett, Bud	Braegger, Jacqueline	Burton, J'Lean
Berscheid, Lanelle	Breiter, Eric	Burton, Tonya
Besendorfer, Kathrina	Brenna, Sarah Elizabeth	Burton, Ryan Lynn
Betton, Dennis	Brereton, Kelly	Bussey, Kelli
Beutler, Kevin	Brian, Tyler	Bustamante, Laura
Bevan, Jolyn	Bridge, J William	Butler, Melissa
Bevers, Joan	Bridges, Cherice	Butler, Jay
Beynon, Michael	Briggs, Sharon	Butler, Charles
Bezenek, Mark	Bright, Eleanore	Butterfield, Robert
Bielen, Thomas	Brinton, Calvin	Butterfield, Janet
Bierschied, Kathleen	Bristol, Michelle	Butterfield, Scott
Bills, Samantha	Broadbent, Shirley Weech	Butterworth, Dyanna
Bills, Roseanna	Broadhead, Jane	Byrd, Virginia
Bingham, Kathleen	Brocart, Michelle Lea	Caffall Davis, Lindsey
Bingham, Jill	Brock, Stephen Jay	Calderon, Miguel
Bird, Sherry	Brock, Amanda Kay	Caldwell, Stacy
Birkbeck, Paul	Bronson, J G	Caldwell, Raymond Don
Bitsoie, Janice Sue	Brotherson, Alma	Call, Bryan

# Appendix

Callicotte, Judith	Chambers, Becky	Cole, Kerry
Calvert, Lori	Chambley, Judy	Colette, Frank Perry
Campbell, Angela	Chao, Dimang	Colipano, Tammy
Campbell, Robert Blaine	Chapman, Sherrill	Collins, Annamarie
Campbell, Debbie	Chappell, Geraldine	Collins, Judianne
Campbell, William Dean	Charlesworth, Shirley	Collins, Donna
Campbell, D. Michelle	Chase, Gregory	Conder, Mary Louise
Campbell, Joanne	Chatterley, David Paul	Condie, Aymee
Campos, Attica	Chav, Vanna K.	Connolly, Tara
Cannard, Frances	Chavez, Dana	Conn-Solomon, June
Canterbury, Kay	Chavez, Emma	Conti, Carol
Cappello, Jennifer	Cheney, Elizabeth	Cook, Barbra Jo Ann
Carcione, Carly	Chipp, Penney	Cook, Evelyn
Cardon, Deann	Chojnowski, Tiffany	Cook, Blaine
Carey, Gail Ann	Christensen, Sharlene	Coomes, Judith
Carey, Cathy	Christensen, Shirley	Cooper, Michael
Carlsen, Alan Fredrick	Christensen, Doyle	Cooper, Heidi
Carlson, Jody	Christensen, Tony	Cooper, Olga
Carlton, Nancy Jean	Christensen, Verlin	Cordova, Vicki
Carney, Thomas David	Christensen, Jackie	Corrigan, Michelle
Carpenter, Tracy	Christensen, Sydney	Costigan, Jolene
Carrillo, Rita	Christensen, Bob	Cottam, Susan
Carroll, Bradley	Christian, Christi	Cottam, Irene
Carter, Rosemarie	Christiansen, Amanda	Coup, Robert
Carter, Connie	Christman, Helen	Cowley, Brian
Carter, Randi	Christofferson, Alan	Cox, Kimberly
Carter, Cassidy	Church, Clint	Cox, Arthur
Carter, Laura	Church, Lorelei	Cox, Tricia
Carter, Lesa	Ciarus, Glenda	Cox, Betty
Carver, Elizabeth	Cintron, Marta	Cozzens, Karen
Casaryl, Cory	Clark, Josie	Crabtree, Laura
Case, Karen	Clark, Susan	Cragun, Brenda
Casey, Mike	Clark, Aimee	Cranford, Robert
Castillo, Gilda	Clark, David	Crawford, Paul
Castleton, Kimra	Clark, Scott	Crawford, Jill Irene
Castro, Gabriele	Clark, Andrea	Craythorn, Amber
Causey, Kathryn	Clark, Denise	Crayton, Renee
Cavanaugh, Mary	Clark, Alisha	Crenshaw, Marilynn Eula
Caywood, Kirby	Clark, Leslie	Crippen, Yolanda Labarca
Cederlof, Clayton	Class, Deborah	Crismon, James
Cerninski, Darija	Clawson, Diana	Crismon, James
Cesko, Edina	Clayton, Bryce Cameron	Critchlow, Sally Jensen
Cesko, Jasmina	Clegg, Thomas	Cross, Marsha
Cespedes, Tarie	Clegg, Denise	Crozier, Joan
Chacon, Olivia	Clement, Elizabeth	Crye, Caralee Carver
Chamberlain, K. Douglas	Clements, Dorothy	Cuatto, Giustino
Chamberlain, Timathy	Coats, Becky	Cuburu, Michele
Chamberlain, Karen	Cole, Janet	Cunningham, Christine



Cunningham, Lanore	Deprizio, Michelle	Erekson, Melissa
Curley, Frances	Deveraux, Cathy	Erickson, Ronald
Curry, Rebecca	Dilworth, Lindy	Erickson, Casey
Curtis, Chad	Dinh, Kim	Esmenjaud, Juan
Curtis, Kimberly	Divine, James	Esplin, Shelley Dawn
Cuthbert, Steven	Dixon, Ellen	Ethington, Meredith
Cutler, Roger	Donaldson, Doris Lee	Etzel, Susan
Cutler, Deana	Donnelly, Stephanie Lynn	Evans, Mark
Cutshall, Cindy Lou	Donoviel, Kristen	Evans, Chad
D'agostino, Jo	Doolin, Tatiana	Evans, Terry Lee
Dajany, Sharrif	Dorenbosch, Neal	Evans, Lizabeth
Dang, Quang Thanh	Doutre, Karen	Evans, Rebecca
Dangel, Edgar	Downing, Tani Pack	Evans, Sandra
Daniels, Michael James	Dowse, Nola	Evans, Carole Ann
Daniels, Karen Cloward	Draper, Marilyn	Excell, Mary
Darling, Barbara Ann	Draper, Barbara	Facilla, Janice
Davenport, John	Duffield-Wolff, Eileen	Fails, Connie
David, James	Dumas, Connie	Faraone, Kelly
Davidson, Michelle	Duncan, Peggy	Farrand, Sylvia
Davies, Timothy Alan	Dunn, W. Ronald	Farrington, J. Jeannine
Davis, Brant	Dunn, Denise	Fasig Jr, Paul Clayton
Davis, Carolyn	Dupaix, Lemoyne	Faught, Robert
Davis, Tricia Ann	Duran, Johnny	Fawbush, Karen
Davis, Tealeye	Durtschi, Jeroldine	Febles, Dolores
Davis, Cindi	Duvall, Brenda	Fejic, Tajana
Davis, Mandy	Duyker, Christina	Felker, Gary
Davis, Ashley L	Dye, Timothy	Fenn, Rhiana
Davis, Kasey	Earle, Megan	Fenton, Vicki
Davis, Janice Betts	Earnshaw, Jennifer	Fenton, Melissa
Davis, Janet	Easdale, Nancy	Fenwick, Brandon
Dayley, Vanessa	Eberling, Janice	Fernelius, Cary
Deal, Jerry	Eckenbrecht, William	Ferrario, Paula
Dean, Lisa Jean	Eckersley, Marion	Ferreira, Robert
Decker, Matthew	Elizabeth	Feukic, Semin
Deets, Kathy Ann	Edman, Alice	Feukic, Sefik
Degraw, Daniel Vint	Edman, Joe	Fielding, Pamela
Degroot, Kathryn	Edwards, Rick	Fielding, Margaret
Dehaan, Paulus	Egbert, Sally	Fields, Marci
Dehaan, Penni	Ekker, Heidi	Fife, Kathy
Dejuncker, Jeffrey	Elkins, Michael	Fife, Brent
Del Castillo, Elia	Elliott, Luann	Fife, Bryan
Delaby, Elizabeth Ann	Elliott, Shari	Figueroa, Iryana
Delaplaine, Linda	Ellis, Trudy	Fillmore, Wayne
Deleeuw, Brian	Ellis, Rae	Finch, Melissa Kay
Dendinger, Susan	Ellsworth, Karen	Finch, Natalie
Denison, Christine	Emett, David	Fish, Delena
Dennis, Judith	Emett, Craig	Fisher, Shauna
Dennison, Teri	Enemegio, Eduardo	Fisher, Jean

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Fisher, Rebecca  
Fitzgerald, Colleen  
Flaig, Richard  
Fleming, Donald  
Flores, Jose  
Flores, Vilma  
Flores, Sandra Lou  
Floyd, Stacey  
Folsom, Janice  
Fontenot, Sheree  
Fornelius, Mary  
Forsyth, Matthew  
Fossat, Irene  
Foster, Jonathan  
Foster, Lesnie  
Fotheringham, Debra  
Fowers, Lindsey  
Fowers, Justin  
Fowers, Jared  
Fox-Bush, Lori  
Franchina, Bradley  
Franco, Leno  
Francom, James  
Frandsen, Gaylinn  
Franson, Kathy  
Fratangelo, Geraldine  
Frazier, Stacy  
French, Barbara  
Frohlich, Lyn  
Fruin, Jerry  
Fryhling, Patricia  
Elizabeth  
Fuahala, Jackie  
Fuller, Ivanova  
Fulton, Teresa  
Gale, Janet  
Gale, Kathryn  
Gallegos, Nancy  
Gallegos, Josephine  
Galloway, Jennifer  
Galt, Nancy  
Galt, Camie  
Gamarra, Ynette  
Gammell, Philip  
Gappmayer, Gerald  
Gardner, Judith  
Gardner, Gregory  
Gardner, Karen Jean  
Gardner, Judy

Gardner, Julie  
Gardner, Janeanne  
Garff, Angelyn  
Garland, Kristin  
Garretson, Debra  
Garrett, Matthew  
Garza, Sylvia  
Gatica, Luis  
Gearheart, Colleen  
Geary, Mary  
Gehman, Mary  
Gehring, Harry Lynn  
Geilmann, Nancy  
Gentry, Linnette  
George, Karen  
Gerber, Joan  
Gerlach, Virginia  
Ghoslin, Noral  
Giacoletto, Dolores  
Gibbons, Corrin  
Gibbs, Gary  
Gibbs, Kierstin  
Gilbert, Robert Berrett  
Gill, Kathleen  
Gillette, Jackie  
Gillette, Heather  
Glenn, Sean  
Glover, Worthy  
Goates, Leann  
Gogan, Mark  
Goldsmith, Jennifer  
Gomberg, Joanna  
Gonthier, Lisa Lynn  
Gonzales, Evelyn  
Gonzales, Stephanie  
Gonzales, Teresa  
Gonzalez, Miguel  
Goode, Carol  
Goodwin, William  
Goodwin, Robert  
Gordon, Rodney  
Gordon, Christine  
Gordon, Monteen  
Gordon, Virginia  
Gorski, Debra  
Goulden, Sandra  
Gowans, Judy Ann Clift  
Grace, Connie  
Graff, Deborah

Graham, Teresa  
Graham, Andrea  
Gramajo, Leonardo  
Grattan, June Kay  
Graves, Jill  
Gray, Wayne  
Gray, Clinton  
Green, Susan  
Green, Matthew  
Green, Sherry  
Green, Vickie  
Green, Connie  
Green, Carla Dawn  
Greener, Amanda  
Greenland, Dan  
Greenwood, Lynn  
Greer, Billy  
Gregory, Dona  
Gren, Floris  
Gressman, Lisa  
Griffith, Bruce  
Griffiths-Crothers,  
Jennifer  
Groesbeck, Danette  
Gross, Weston  
Gross, Garrett  
Grover, Kathryn  
Groves, Lori  
Groves, Rebecca  
Guenon, Jamie  
Guet, Gachi  
Guibord, Lynda  
Gurr, Dax  
Gurr, D.  
Gutke, Carl  
Guymon, Karen  
Guymon, Carol Gaye  
Guymon, Kathleen Jan  
Hachmeister, Nancy  
Hacker, Adam C.  
Hadley, Steven Kay  
Hadley, Amber  
Hadlock, Taunya  
Hafen, Jay  
Hagelberg, Joyce  
Hageman, Mark  
Hahn, Cassy  
Haidenthaler, Werner  
Hales, Shelby

Hales, Melanie	Hayes, Diana	Hintze, Kathleen
Montgomery	Hayward, Kristin	Hintze, Leslee
Hall, Mary	He, Di	Hirst, Kathleen
Hall, James	Heal, Pamela	Hoaglin, Joni
Hall, Dorothy	Healey, David	Hobbs, Pauline
Hall, Jeremy	Heath, Bruce	Hoffman, Annalee
Hall, Christa Lynn	Heath, Stephen	Holbrook, Alan
Hall, Cindalee	Heesch, Ashley	Holden, Robert
Hall, Leslie	Hembury, Lavern	Holiday, Jacqueline
Hall, Margene Hansink	Henderson, Natalie	Hollister, Barbara
Halladay, Roger	Henderson, Michael R.	Holm, Timothy
Halstenrud, Ryan L	Henderson, Julie	Holmes, Sharon
Hamilton, Kendee	Henderson, Dallen	Holmes, Vivian A.
Hamlett, Deborah	Henderson, Andrea	Holt, Nikki Lee
Hammer, Heidi	Henderson, Jeris	Holt, Raymond
Hammer, Michael	Henderson, Leslie	Homsavad, Sithamma
Hammer, Peggy Irene	Hendricksen, Samuel	Hone, Linda
Hammond, Jane	Henline, Joyce	Hopkins, Randy Gordon
Hammond, Robert Kent	Henningson, Kay	Hopkins, Karla Kay
Hancock, Rachel	Henricksen, Jared	Horner, Kenneth Ray
Hanley, Gloria	Henriquez, Jaime	Horsley, Douglas
Hannert, Lois	Henry, Oliver	Horton, Ellen
Hanni, Michael	Henson, Tori	House, Yalonda
Hansen, Bonnie	Hernandez, Javier	Howard, James Dale
Hansen, Chad	Herndon, Lee Ann	Howcroft, Pamela
Hansen, Kelli	Herr, Debora	Howcroft, Joshua
Hansen, Pattie	Herrera, Alexia Dee	Howell, Sommer
Hansen, Happi	Herrera, Robin	Hubbard, Faye
Hansen, Angela	Hesleph, Stephanie	Huber, Kalani
Hansen, Katherine Kibbe	Hess, Karen Baer	Hudgins, Sara
Hansen, Alan	Hess, Harold	Hudson, Suzette
Hansen, Michael	Hewitt, Haley	Huffaker, Jerilyn
Hansen, Mary	Hicken, Diane	Huffman, Amie
Harmon, Brian	Hicks, Steffanie	Hughes, Merilee
Harmon, Natalie	Hicks, Jodi	Hughes, Kelli
Harris, Dawn	Hicks, Sherida	Hughes, Wendy
Hart, Kathy	Hicks, Randell	Hullinger, Annette
Hart IV, John Napier	Hiett, Vicki	Humphrey, Paula
Harter, Kelli	Higgins, Phyllis	Hunt, Robert
Harvey, Cynthia	Higgs, Wayne	Hunter, Diane
Harward, Laura	Higgs, Donald	Huntington, Tamra
Hatch, Diane	Hill, Susan	Huntsman, Jake
Hathaway, Kimberly	Hill, Benjamin	Hurst, Belinda
Hathaway, Erin	Hill, Andrew	Husebye, Melissa
Havey, Shauna	Hill, James	Hutchinson, Susan
Haycock, Alfreida	Hill, Jill	Hutchinson, Nobilee
Haycock, Leslie	Hillman, Larry	Huynh, Suong Ying
Hayden, Kathy	Hilton, Shirley	Hymas, Heidi

# Appendix

Hymas, Julie	Jewell, Tommy	Kearsley, Paul
Hynek, Layne	Johnson, Annette	Keefer, Mary
Hypio, Rhonda	Johnson, Douglas	Keel, Susyn
Illum, Kirsten Anne	Johnson, Julie	Keele, Demetria
Indo, Melinda	Johnson, John	Keele, Leslie
Inoway, Winston	Johnson, Laurie	Kehr, Kevin C.
Ireland, Raylene Griffith	Johnson, Eden	Keith, Norman
Iriart, Cathaleen	Johnson, Kevin	Keller, Emily
Ishmael, Christine	Johnson, Bridget	Kelly, Barbara
Iturbe, Vincent	Johnson, Adriana	Kelly, Ronda
Ivankovich, Roberta	Johnson, Ranee	Kelly, Robert
Iverson, Denise	Johnson, Ashley	Kendall, Michelle
Iverson, Deann	Johnson, Ronald	Kendell, Shane
Ivie, Shelly Anne	Johnson, Elizabeth	Kennison, Gary
Ivory, Thomas	Johnson, Cliftia Purcell	Keough, Erin
Jackson, Coy W.	Johnson, Jacque	Kerry, Amy
Jackson, Jodie	Johnson, Lucy	Kessinger, Bryan
Jacobazzi, Lori	Johnson, Kathy	Kia, Darlene
Jacobi, Michael	Johnson, Kathleen	Kijek, John
Jacobsen, Mark	Johnson, Kimberly	Kilcrease, Michael
Jacobsen, Jolie	Johnson, Sandra Gail	Kilian, Stephanie
Jacobson, Sharon	Johnston, Leslie	Kimber, Jaynee
Jaeger, Jacqueline	Johnston, Amber	Kimber, Shallen
James, Carlynn	Johns-Young, Gillian	Kimber, Gary
Jameson, Vickie	Jolley, Janet Elizabeth	Kimmons, Laura
Jamison, Colleen	Jones, Elaine	Kinder, Michelle
Janeczko, Grazyna	Jones, Devin	Kinder, Felicia
Jara, Sherami	Jones, Desiree	King, Chris
Jardine, Christina	Jones, Asha	King, Russell
Jeffer, Kevin	Jones, Elizabeth	King, Lela Rae
Jensen, Roddy	Jones, Lois	Kinzer, Richard
Jensen, Sandra	Jordan, Paul N.	Kirby, Kathleen
Jensen, Melauni	Jorgensen, Glenda	Kirby, Susan
Jensen, Jim Donald	Jorgensen, Todd	Kirk, Sherri
Jensen, Ralph	Jorgensen, Kim	Kirsling, Angela
Jensen, Kathleen	Jorgenson, Roberta	Kita, Ledia
Jensen, Sherry	Juarez, Jorge	Kitajo, Andrea
Jensen, Lynda	Judd, Brett	Klein, Alyshia
Jensen, Martha	Judd, Leslie	Klingenberg, Karla
Jensen, Larry	Justet, Marti	Klingonsmith, Quinten Lee
Jensen, Jenny	Justham, Janean	Klosiewski, Mark
Jensen, Vicki	Kadir, Mona	Knight, Anthony
Jensen, Stephen	Kamai, Patricia	Knight, Traci
Jensen, Rand	Kammeyer, James	Knight, Erma Lutz
Jensen, David	Kappen, Tamra	Knighton, Geri
Jensen, Kerrie	Kappos, Tina	Knold, Mark Stephen
Jenson, Darrin	Karren, Cheryl Lavel	Knopp, Heidi
Jesienouski, Scott	Kasteler, Bryan	Knowlden, Jeffrey W.
Jessop, Carly	Kasteler, Jenny	Knowlton, Heather

Knudsen, Daniel	Eliz	Long, Emily
Koller, Katherine	Latham, Linda Kay	Loper, Jocelyn
Kosobud, Kellie	Lau, Kaimi Daniel	Lopez, Leonor
Kowalczyk, Sherrick	Laub, Ralph	Lopez, Iris
Koy, Sophan	Launer, Jennifer	Lopez, Cindy
Kramer, Anita	Lauriski, Sharon Kay	Lopez, Esther
Kranendonk, Dawna	Law, Kelly	Lords, Shad
Kreifeldt, William	Laws, Connie	Loth, Sean
Krkic, Mirela	Laws, Lloyd	Loutensock, Shawn
Kruger, Kristina Huffman	Lawton, Gregory	Love, Christopher
Kuhlman, Gregory M	Lay, Dawn	Love, Elizabeth
Kump, Ann	Lay, Julie Elizabeth	Loveless, Evan Dee
Kunde, Christopher Scott	Layton, Cynthia Lynn	Lovell, Diane Moore
Kunde, Jill	Layton, Victor	Lowe, Jamie
Kutkas, Kandi	Le, Anhkim	Lowe, Amy
Ladue, Ralph	Le, Lien	Lowe, Sharon
Lafontaine, Michael	Le, Ngoc My	Lowman, Carol
Laforge, Paul	Lee, Thor	Lowry, Shawn
Lakin, Talaave L.	Leeds, Kathy	Lu, Sarah
Lalor, Sherrie	Leetham, Tracey	Lucas, Bret
Lam, Kim Nga	Lehman, Mary	Lucero, Debbie
Lambert, Ray	Leiker, Kathleen	Luker, Heather
Lance, Jennifer	Lemon, Heidi	Lund, Leslie Ann
Laney, Theon	Lemons, Kelly Robert	Lund, Sunnie
Lange, Paula	Lenhart, Brie	Lund, Brian
Lange, Cameron	Lepreau, Caroline	Lund, Paula
Lange, Carol	Kueneman	Lundberg, Linda
Langston, Lecia Parks	Lesueur, Jeffrey Clift	Lundell, Paul
Lark, Zranda	Levanger, John Oscar	Lundell, Karlie
Lark, Marian	Levene, Tracee	Lusty, Douglas
Larose, Tina	Leyba, Stephen	Lyberger, Debra
Larsen, Douglas	Leydsman, Katherine	Lytle, Daryl
Larsen, April	Liddell, Laura	Lytle, Shaun
Larsen, Douglas James	Lievano, Raul	Maag, Margaret Judy
Larsen, Lana	Lisonbee, Stephen	Maas, Stephen
Larsen, Linda	Lisonbee, Terrence	Mace, Debra
Larsen, Shannon	Lister, Laree	Mace, Shauna
Larsen, Jenny	Litchfield, Anjanette	Macfarlane, Terry
Larsen, Glen	Little, Robyn	Macias, Gabriela
Larsen, Karen Jones	Little, Rick	Mackay, Richard
Larsen, Marilyn	Lizak, Steven Randy	Madrigal, Michelle
Larsen, Amy Lea	Lobato, Leah	Kalatzes
Larsen, Robert Kent	Lobato, Lizetta	Madsen, Angela
Larsen, Barbara	Lochner, Mary	Maggard, Bonnie
Larsen-Frazier, Connie	Lodge, Charlotte	Magleby, Marvin
Larson, Cheryl	Loertscher, Heather	Maguire, Nathan
Larson, Matthew	Lomu, Agnes	Mair, Lori
Larson, Anna Gabrielle	London, Lane	Maisak, Diane

# Appendix

Makin, Debra  
 Malcolm, Shawna  
 Maldonado, Gabriel  
 Aristeo  
 Maldonado, Diego  
 Malili, Esmeralda  
 Malone, Pamela  
 Maloney, Julissa  
 Malstrom, Julia  
 Manchester, Suzanne  
 Violet  
 Mann, Vanessa  
 Manning, Juliana  
 Manseau, Kristi  
 Mansfield, James  
 Manzione, Stephen  
 Marsh, Reva Lee  
 Martell, Faye  
 Martin, Janet  
 Martin, Marina  
 Martin, Valerie  
 Martin, Paul H.  
 Martin, Loraine  
 Martin, Brenda  
 Martindale, Naomi  
 Martinez, Anel  
 Martinez, Zenaida  
 Martinez, Richard  
 Martinez, Mary Ann  
 Martinez, Kenneth  
 Martinez, Mariah  
 Marty, Kari  
 Martz, Barbara  
 Massey, Tyler  
 Mataele, Pelenaise  
 Matalolo, Raeann  
 Mathews, John  
 Mathis, Andrew  
 Matravers, Amanda  
 Matsumura, Jim  
 Matthews, Denzell  
 Mattinson, Judy  
 Mattinson, Troy R  
 Mattinson, Linda  
 Matz-Underwood, Patricia  
 Ann  
 Maughan, Rachael Jayne  
 Maumau, Lesieli  
 Maw, Pattie

Maxfield, Felicia  
 Maxfield, Michael A.  
 Maxfield, David  
 Maynard, Cathy  
 Mayne, Christine  
 Maynes, Jennifer  
 Mc Rae, Patricia  
 Mcalister, Ann  
 McBride, Melissa  
 McBride, Jacob  
 McBride, Janet  
 McClellan, Angela  
 McClellan, Teresa  
 Quintana  
 Mcconaughey, Mary  
 McCormick, Sandra  
 Mccoy, James  
 Mcdonald, Jack  
 Mceachern, Brett  
 Mcentire, Marvin  
 Mcewen, Matthew Lee  
 Mcgavin, Jeanne  
 Mcialwain, Julia  
 Mciff, Kathy  
 McIntosh, Richard T.  
 McIntyre, Richard  
 McIntyre, Pamela  
 Mckee, Debra  
 Mckeever, Maria  
 Mckenzie, Cathleen  
 Mckenzie, Cynthia  
 Mcmillan, Jody  
 Mcmillan-Won, Mary  
 Mcpeck, Amanda  
 Mcpherron, Raymond  
 Mcpherson, Ladawn  
 Mcqueen-Hayes, Lucretia  
 Meadows, Alena  
 Meadows, Tasha  
 Mecham, Shawna  
 Mecham, Tricia  
 Mecham, Brook  
 Medina, Gladys  
 Medina, Giselle  
 Medley, Mike Ray  
 Meier, Susan  
 Mellor, Suzanne  
 Mellor, Richard  
 Mendoza, Diana

Mendoza, Vickie  
 Mendoza, Jennifer  
 Menjivar, Maria  
 Meriwether, Laurie  
 Merrill, Melanie  
 Merrill, Virgil  
 Merz, Doris  
 Messier, Genevieve  
 Meyer, Teresa  
 Meyers, Rosemary  
 Meyer-Smart, Jennifer  
 Meyerson, Meagan  
 Meza, Rene  
 Middleton, Geraldine  
 Mijic, Amira  
 Mikstas, Kristie  
 Miller, Michael Lee  
 Miller, Muriel  
 Miller, Michelle  
 Miller, Weston  
 Miller, John  
 Miller, Jason  
 Miller, Raymond  
 Milligan, Launi  
 Minaya, Leslie  
 Miramontes, Nefi  
 Misel, John  
 Mitchell, Kirk  
 Mitchell, Carie  
 Mitchell, James  
 Moffat, Leann  
 Moffitt, David  
 Moffitt, Scott  
 Molesworth, Pam  
 Molina, Oscar  
 Mondragon, Ruth Ann  
 Monsen, Shelley  
 Montague, William  
 Montague, Michelle  
 Montgomery, Christine  
 Montoya, Rosauro  
 Montoya, Kathy  
 Montoya, Elaine  
 Montoya, Raquel  
 Moody, Gaye  
 Moody, David  
 Moody, Kevin  
 Moody, Larayne  
 Moore, Elizabeth

Moore, Vicki	Nelson, Scott Leon	Olsen, Jason
Moore, Eileen	Nesbit, Patricia	Olsen, Steven
Moore, Carl	New, Matthew	Olsen, Kevin
Moore, Beverly Ann	Newman, Richard	Olsen, Tommy
Mora, Claudia	Newren, Gary	Olsen, Valerie
Mora-Johnson, Viviana	Newren, Brent	Olsen, Sherilyn
Morandy, David	Newren, Lori	Olsen, Jennifer
Morgan, Cherie	Nguyen, Phuc	Olsen, Lance Norman
Morgan, Shauna	Nguyen, Chau	Olsen, Melissa
Morris, Laurel	Nicholson, Lisa	Olsen, Shirley
Morris, Shevin	Nicholson, Laura	Olsen, Vickie Lynn
Morrison, Deette	Nicolaides, Melissa	Olsen, Rosemary
Mortensen, William	Nicosia, Traveler	Olsen, Bart Steven
Moseley, Samantha	Nielsen, Michael	Olson, John
Mosier, Vilma	Nielsen, Brie	Olson, Cynthia
Moss, Cory Ralph	Nielson, Teresa	Olson, Janice
Moss, Shannon	Nielson, Melissa	Olson, Vivian
Moulton, Lacy	Nielson, David	Olson, Gina
Moyes, Linetta	Nigh, Alexandra	Olson, Tim
Muir, Sallie	Nisely, Sheryl	Olson, Nora
Mullahkhel, Abdul	Nixon, John	Opager, Steven
Munk, Susan	Noel, Hilary	Oram, Lori
Murdock, Toni	Noragon, Jackie	Ordway, Shane
Murphy, Angela	Nordfelt, Debra	Orozco, Cipriano
Murphy, Marsha	Nordlund, Pauline	Orr, Kathy
Murray, Callie Ann	Norris, R Dwight	Ortega, Debra
Muscolino, Anthony	Norris, Cyndy	Ortega, Jolinda
Joseph	Norton, Alan	Ortega, Patsy Ann
Myers, Keri	Nowers, J	Orton, Mary Shalome
Myore, Lynda	Nowling, Angela	Orvin, Jennifer
Myrick, Peggy	Noyes, Robert	Osborn, Darcy
Naisbitt, Marvin	Ntshalintshali, Rebecca	Ostler, Ranae
Nak, Maria	Nunes, Joanne	Ostrander, Wanda
Nakamura, Norman	Nuon, Sovanna	Ostrom, David
Nay, Lance	Nyman, Ted	Ottesen, Randall
Nay, Mary	Oakeson, Ivan	Overturf, Terry
Nay, Cindi	O'berto, Lorna Jane	Owen, Laura
Naylor, Gayle Ann	Ocanovic, Sanela	Owens, Charles
Neff, Charleen	Ockey, Kris	Owings, Nancy
Neilson, Edna Lou	Odekirk, Lee	Ownby, Dale
Nell, Jana	Odell, Matthew	Oxborrow, Deanna
Nelson, Nathan	O'hare, Frances	Pace, John
Nelson, Greg	Olberding, Tonya	Pace, Rebecca
Nelson, Kathy	Oldroyd, Marles	Pacheco, Valorie
Nelson, Janet Arlene	Olesen, Maria	Packer, Chad
Nelson, Bevan Dennis	Olinger, Jeffrey	Packer, Richard
Nelson, Trudi Beesley	Oliver, Robert Dean	Page, Lance
Nelson, Dawn	Olsen, Hans	Page, Frances

# Appendix

Palfreyman, Meredith	Peterson, Peggy	Preston, Kyle
Palmer, Alice	Peterson, Carrie	Pretti, Richard
Palmer, Cleamont	Peterson, Deanna	Prettyman, Katheryn
Palmieri, Pat	Peterson, Jared W.	Price, Joan
Palomino, Veronica	Peterson, Mary	Priest, Roger
Priscila	Peterson, Casey	Prince, Natalie
Pannunzio, Mary	Peterson, Carolyn	Proulx, Annette
Panter, Jaylynn	Maynard	Provoncha, Frederick
Panti, Jesus Carlo	Peterson, Cathy	Prses, Muris
Pappas, Cathie	Peterson, Wendy	Pruneda, Iris
Paras, Gregory	Petrie, Mark E	Pryor, Scott
Parker, Monica	Petro, Norma Kay	Pryor, Jeffrey
Parker, Michael	Pettersson, Alan Peter	Pryor, Paige
Parker, Lynette	Pettingill, Samuel David	Pugliese, Kathleen
Parker, Michele	Nelson	Purcell, Irwin
Parker, Robin	Pfeifer, Diane	Purdin, Lynn
Parrish, Tracy Jo	Pierce, Brenda Louise	Pyper, Sandra
Parsons, Carolyn	Pierpont, Jon	Quigley, Lacey
Parsons-Lovelass, Carol	Pierpont, Irina	Quilter, Georgina
Passey, Shonnie	Pierson, Michelle	Quist, Susan
Paterson, Lisa	Pierson, Susan	Raja, Maria
Patterson, Thomas	Pierson, Denise	Rajamani, Sudha
Paul, John	Pilling, Emily	Rajigah, Lisa
Paul, Carolyn	Pingree, Sean	Rajski, Margaret
Paulson, Patricia	Pinkerton, Cynthia	Ramos, Laura
Pay, Joshua	Pipic-Tasevac, Minka	Ramos, Mellanie
Peacock, Robert	Pitkin, Clay	Ramos, Ernest
Peacock, Shari	Pittman, Rebecca	Randle, Kathy
Peake, Sharon	Pixton, Suzan	Rankin, Kimberly
Pearce, Karen	Platt, Roland	Rasmussen, Lynette Marie
Pearson, Virginia Gina Lee	Podris, Jan	Raver, Nelson Scott
Pebley, Gaylene	Pohl, Kevin	Rawson, Daniel
Peck, M Colleen	Pollock, Linda	Ray, Gary
Pedersen, Anita	Polster, Kathleen	Ray, Elizabeth
Pedersen, Rebecca	Polster, Dennis	Read, Glen
Penn, Sokhany	Pope, Clayton	Rebol, Shasta
Penrod, Allen K.	Porter, Stacey	Reder, Tim
Penrose, Richard Johnson	Porter, Kenneth	Redington, Elleisha
Perfetto, Jilaun	Porter, Susan	Redington, Scott
Perkins, Ashlee	Porter, Ruthann	Redington, Patricia
Perrin, Jeremy	Postma, Stephanie	Reed, Christine
Perry, Christina	Potter, Nancy	Reed, Matthew
Perry, Connie	Potter, Charlotte	Reed, Joanna
Petersen, Thomas	Poulsen, Lorelle	Reese, William Patrick
Peterson, Cambra	Powell, Gaylene	Reese, Melanie
Peterson, Paul	Prall, Leslie	Rees-Maw, Kelly
Peterson, Robynn Ann	Pratt, Melda	Reiter, Anthony
Peterson, Janea	Presley, Melissa	Reiter, Kimberly



Revell, Brandt	Roman, Lisa	Schelly, Jacqueline
Revo, Nathan	Romero, Jon	Schilling, Jane
Reyburn, Kimberly	Romero, Melissa	Schlangen, Jayme
Reyes, Christine	Romero, Tony	Schlund, Debra
Rice, John Timothy	Romero, Maria	Schoenfeld, John
Rice, Michael James	Romo, Janet	Schroeder, Eileen
Rice, Patricia	Romo, Mitch	Schroeder, Cindy
Rich, Lettie	Roper, Dale	Schroeder, Tracy
Rich, Betty	Ross, Elizabeth	Schulthies, Val
Richards, Kathy Larae	Ross, Holly	Schultz, Mark
Richards, Jeannie	Rostron, Karl	Schumann, Shelly
Richards, Helen	Rowland, Christa	Schutz, Roberta
Richardson, Michael	Royle, Laureen	Sconiers, Sheila
Richardson, Chuck	Rubalcava, Roman	Scott, Tawna
Richmond Jr., Eddie	Rucker, Jason	Scott, Jana
Ricks, Richard	Ruffner, Alicia	Scott, Marylynn
Rietzsch, Lindsey	Rushton, Courtney Marie	Scott-Bellacomo, Shauna
Rigby, Julie	Russell, Coralee	Seamons, Brian
Riggs, Marlene	Russell, Virginia	Sears, Collette
Riggs, Shelly	Russell, Virginia	Sears, Franceen
Riggs, Nathan	Russell, Brenda	Sedei, David
Rimmasch, Benjamin Kent	Rymer, Carl	Seedall, Marlene
Rindlisbacher, Amy	Rypien-Walker, Rachelle	Seeley, Jeremy
Rippy, Judith Covac	Salazar, Stella	Selle, Adrian
Riska, Tana	Salazar, Cesar	Sellers, Patricia Carol
Ritter, Sylvia	Salimeno, Linda	Sellick, Lajuana
Rivera, Eileen	Saling, Christopher	Serre, Ceann
Rixey, Janet	Salmond, Bradley	Serre, Kenneth
Robbins, Julie	Salmond, Nayelit	Servis, Deborah
Roberts, Shelley	Salomao, Juliana	Sevier, Suzanne Nell
Roberts, Shantelle	Sanchez, Edna	Shandrew, Joseph
Roberts, Stephanie G.	Sanchez, Samuel	Shanks, Laura
Roberts, Darla	Sanchez, Richard	Sharp, John Kelly
Robertson, Gilda	Sanchez, Jorge	Shaw, Ronald
Robinson, Christine	Sandberg, Lorraine	Shearwood, Connie
Robinson, John	Sanders, Nancy	Shedd, Linda
Robison, Lyn	Sanders, Jenny	Sheffer, Sonja Marie
Robison, Diana	Sanders, Janet	Sheffer, Darren
Robison, Nancy	Sandoval, Cami	Sheldon, Jennika
Robson, James	Sandoval, Patrick	Sheldon, Debbie
Rock, Mark	Sangberg, Rebecca	Shelley, Patricia
Rock, Betty	Sant, Kathryn	Shelley, Debra
Rodrigues, Rick	Santos, Milagros Z.	Shepherd, Karen
Rodriguez, Bellinda	Sargent, Austin	Shields, Aniana V.
Rodriguez, Anna	Sato, Donna	Shiflett, William
Rogers, Darren	Sauer, Laura M.	Shingleton, Kevin
Rojas-Echeverria, Emma	Sayer, Robert Alan	Shirts, Shana
Rollins, Neil	Schell, A. Patrice	

# Appendix

Shoemaker, Susan Franz	Snow Jr., Irvin	Stewart, Kaye
Shore, David	Snyder, Philip	Stewart, Curtis Lee
Short, Allen Franklin	Snyder, Penny	Stillman, Bethany Leigh
Shortt, Leslie Wessel	Snyder, Nikole	Stimpson, William
Shulz, Alyson	Soares, Rebecca	Stinson, Kimberly
Shurtz, Tonette	Farnsworth	Stockham, Ann
Siciliano, Mary	Soffe, Adrianna	Stoker, Marie
Sierk, Ruth	Sok, Sodavy	Story, Paula
Sierra, Toni	Sok, Phearomany	Strasburg, Sue
Sillitoe, Jody	Sorensen, Denise	Strasser, Gerard
Silva, Mary	Sorenson, Tyler	Street, Shelley L
Simmons, Wendy	Sorenson, Mark	Street, Brandon
Simonson, Heather	Soto, Maria	Strieby, Kathleen
Simonson, Sharon	Souza, Isabel	Strong, Eric Lynn
Simper, Dana	Sparks, Larry Jay	Strong, Scott
Simpson, Nathan	Sparks, Deborah Kae	Stroud, Anita
Simpson, Mark	Spencer, Randilee	Stuart, Gina
Sinclair, Jackie	Spongberg, Melanie	Stubbs, Brenda
Sitterud, Susan Carol	Spongberg, Robyn	Su, Charlotte
Slotboom, Debra	Spradling, Samantha	Sullivan, Michael
Smart, Elissa	Sprague, Reggie	Summerhays, Michael
Smauldon, Sharon Kay	Spriggs, Toni	Sundara, Viengsay
Smedley, Neil	Springer, Scott	Surakhun, Pamela
Smit, Violet	Springer, Kris	Sutton, Andrea
Smith, Robb	St John, Sherrie	Swain, Eric
Smith, John	St John, Terri	Swanger, Denise
Smith, Scott	Standifird, Stephen	Swanger, Tonia
Smith, Russell	Stanger, Diane	Swasey, Annette
Smith, Kelly	Stark, Robert	Swenson, Patricia
Smith, Rhonda	Stark, M Melisa	Sykes, Jean
Smith, Stephanie	Stark, Nancy Lee	Sylvester, Michael
Smith, Lynette	Starks, William	Sylvester, Julie
Smith, Sarah	Stavros, Gina	Tafoya, Janell
Smith, Bettina	Stavros, James	Taggart, Susan
Smith, Rebecca	Stavros, Debbie	Talcott, John
Smith, Holly	Steele, Nicole	Talley, Nathaniel
Smith, Billie	Steele, Scott	Tanner, Hollyce
Smith, James	Steffes, Jaime Lynne	Tarver, Constance
Smith, Wesla	Steidl, Jean	Taula, Jennie
Smith, Tamera	Steinaker, Melissa	Taylor, Scott
Smith, Nathan	Stenovich, Brock	Taylor, Janet
Smith, Juliana	Stenovich, Stacy	Taylor, Clayton
Smith, Debra	Stevens, Maryann	Taylor, Richard
Smith, Connie	Stevenson, Trisha	Taylor, Kimberley
Snider, Bonnie Louise	Stewart, Kent	Taylor, Laura
Snodgrass, Glenda	Stewart, Rachael	Taylor, Victoria
Snow, Heather	Stewart, Craig	Taylor, Paul
Snow, Gordon	Stewart, Alana	Taylor, Kenna

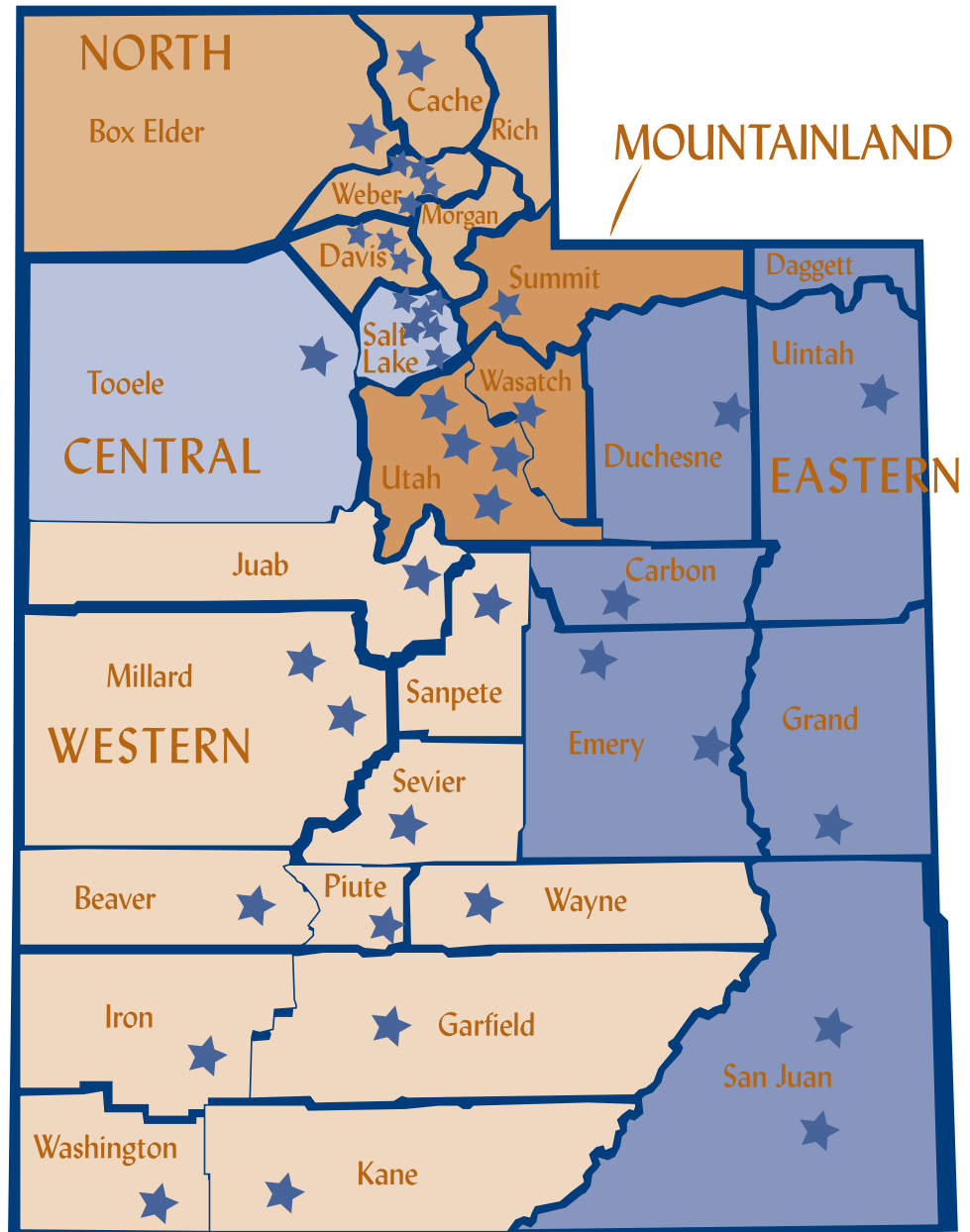
Taylor, Alexia Nicole	Tran, May	Vanwagoner, Diane
Taylor, Ben	Trappett, Stephanie	Vanzweden, Patricia
Teeples, Alan	Trillo, Katie	Vasquez, Koral
Teo, Helen	Trinnaman, Michelle	Vaughan, Genie Lee
Terry, Linda Smith	Trivino, Frank	Venable, Whitney
Terry, Barbara	Tsipelzon, Felix	Vetecnik, Sarka
Terry, Sandy	Tua, Maugasola	Viertel, Michelle
Terry, Danielle	Tucker, Chandra	Vigil, Sylvia
Teuscher, Dax	Tucker, Clistie Ruth	Vigil, Shauna Lee
Thacker, Becky	Tumey, Cyrina	Vincent, Tiffany
Thatcher, Judith Adams	Turcasso, Tamie	Vincent, Anne
Thatcher, Helen Ann	Turley, William	Visarraga, Roseellen
Thayn, Toni	Turley, Tiffany	Vongthongchit, Khambane
Thomas, Katherine	Turner, Justin James	Vongthongchit, Khamnoy Lisa
Thomas, Rick C.	Turner, Brenda	Vorasane, Steven
Thomas, Lisa	Turner, Holli	Wade, James
Thomas, Karen	Turner, Beckie	Wahlberg, Melissa
Thompson, Chad	Turner, Jill	Wales, Janae
Thompson, Martha	Turpin, Gary	Walker, Sherry
Thompson, Randy	Tuttle, Michele	Walker, Jeremy
Thompson, Aaron C.	Tuttle, Dennis	Walker, Michael
Thompson, Janice	Tyner, Wilma	Walker, Jamie
Thornhill, Daniel	Uitto, Laura	Walker, Flossie
Thornhill, Carol	Ullrich, Richard	Walker, Carol
Thornton, Bernard	Unamuno-Pierce, Andrea Marie	Wall, Ryan
Thornton, Deborah	Underwood, Terry	Wallace, Brett
Thorpe, Elizabeth Patrick	Ure, Robert	Wallentine, Linda
Thurston, Julie	Uresk, Jerri	Wallis, Marilyn
Tidwell, Eileen	Uribe, Marilu	Walters, Pokhui
Tidwell, Connie	Vaifanua, Laila	Warby, Nolan
Tinoco, Paula	Vail, Regina Lee	Warby, Carol
Tobler, Jerilyn	Vainuku, Mele	Ward, Lyle
Tolbert, Heather	Vainuku, Siupeli	Ward, Susan
Tolbert, Jason	Vakilian, Barbara	Ward, Nanette
Tolbert, Sarah	Valdez, Darl	Ward, Linda
Tolman, Susan	Valdez, Paula	Ward, Dora
Tooala, Ioana	Valles, Maria Ana	Ward, Judy
Torgerson, Faye	Van Dyke, Lisa	Warren, Evelyn
Torman, Kimberly	Van Leuven, Ray	Warrington, Debra
Torosyan, Harutyun	Van Meeteren, Stefanie	Waters, Gary
Torres, Maria	Vandenberg, Chelsea	Watkins, Lelisa
Torres, Debra	Vander Heide, Samantha	Watson, Lori
Torres, Terri	Vandervaat, Tracy	Weaver-Levet, Susan
Torres, Linda Anne	Vanderwarf, Heather	Webster, Jeffrey
Townsend, Dustin	Vanderwood, Jon Lance	Webster, Lisa
Tracy, Ammi	Vanorden, Mark	Webster, Norene
Tran, My	Vanos, Jo Ann	

# Appendix

Weeks, Naomi	Williams, Justin	Wride, Michael
Weeks, Alisson	Williams, Christopher	Wright, G. Steven
Weeks, Margo	Williams, Richard	Wright, Jennifer
Wehunt, Melissa A	Williams, Kimberly Kay	Wright, Michelle B.
Weight, Patricia	Williams, Mary	Wright, Cindy
Weinmuller, Lisa	Williams, Jacqueline	Wurster, Jacquelyn
Weiss, Stephanie	Williams, Scott	Yang, Chue
Wekluk, Bridgit	Williams, Melodee	Yazzie, Regina
Welsh, Brent	Williams, Carin	Yeara, Jinny
Wendel, Kathy	Williams, Rebecca	Yeates, Thanh
Werner, Pamela	Williams, Tracie	Yei, Matthew Alexander Ja
West, Karen Jean	Williams, Henrietta	York, Rowena
West, Patrice	Williams, Dorothy	York, Sokhan
West, Trisha	Williams, Sam	Yoshimura, Debra Lee
Westbroek, Debra	Wilson, Marc	Young, Kimberley
Westerlund, Courtney	Wilson, Cindy	Young, Jo Ann Buckley
Westfall, Lesa	Wilson, Pam	Young, Peggy
Weston, Rebecca	Wilson, Debra	Young, Michael
Westover, Sherralyn	Wilson, Carilee Berrett	Young, Maricela
Westover, Christy	Wilson, Thomas	Young, Linda
Westphal, Susy	Wilson, Chad	Young, Tenielle
Wetzel, Rachel	Wilson, Tanya	Young, Brian
Whatcott, Gayle	Wimber, Mark Leon	Youngman, Melissa
Wheatley, Theresa	Winget, Jerry	Zamora, Elizabeth
Wheeler, Sandra	Wininger, Larry	Zaugg, Lisa
Whitaker, James	Wintch, Brent	Zaugg, Debra
White, Kelsey A.	Wiscombe, Lavee Alvey	Zaugg, Marianne
White, Susan	Wise, Michael	Zenner, Ilona
White, Lloyd	Witbeck, Joyce	Zenner, Alicia
White, Olivia	Witney, Christine	Zenner, Alexander M.
White, Delana	Wittke, Holly Dee	Zilbershteyn, Alla
Whitear, Roger	Wittwer, Laurie	Zorn, Mary Ellen
Whiting, Teresa	Wolfert, Mary	
Whitman, Jeannene	Wood, D. Keith	
Whitmill, Seth	Wood, Veneta	
Whitney, Cheryl	Wood, Rebecca	
Whitney, Kathi	Wood, Jenine	
Whittaker, Gregory	Woodland, Richard	
Wiest, Barton	Thomas	
Wiggill, Susie Rebecca	Woodland, Yvette	
Wight, Lonna	Woods, Dana	
Wight, Helen	Woolley, Tauna	
Wilberger, Paula	Woolstenhulme, Wesley	
Wilcox, Kurtis	Woolworth, Stephanie Jo	
Wilcox, Jamie	Wootton, Gregory	
Willden, Heather	Worthen, Alison	
Williams, Sandra	Worthington, Emily	

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